

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

Introduction

The last Workforce report was presented to People Academy in November 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 2021 meeting.

Data as at 28.02.22

	DIVISION						
	Unplanned Care	Planned Care	Pharmacy	Corporate Services	Estates & Facilities	Research	Whole Trust
Staff in Post (Headcount)	2,475	2,507	140	656	541	193	6512
Staff in Post (FTE)	2,203.38	2,187.92	121.19	602.28	437.99	168.10	5,720.86
Establishment	2618.16	2497.83	138.74	606.49	580.47	220.78	6662.47
Agency Usage (FTE)	31.10	23.36	1.36	7.10	49.51	0	112.43
Bank Usage (FTE)	193.83	149.83	0.83	59.61	46.24	2.21	452.55
Turnover	12.15%	13.36%	11.48%	14.32%	9.53%	5.13%	12.52%
Monthly Sickness %**	7.52%	8.33%	8.73%	3.82%	10.30%	1.56%	7.52%
YTD Sickness %**	6.76%	7.15%	9.77%	3.66%	9.66%	2.62%	6.77%

	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)	167	1,090	1,534	432	512	100	879	1,798	6512
Staff in Post (FTE)	136.54	956.74	1,346.40	375.47	404.65	90.89	826.83	1,583.64	5,720.86
Establishment	113.85	1209.92	1546.59	429.99	586.74	120.01	804.52	1850.85	6662.47
Agency Usage (FTE)	1.36	1.95	5.05	12.22	49.51	2.85	12.40	27.09	112.43
Bank Usage (FTE)	0	218.99	0	0	46.67	0	32.53	154.36	452.55
Turnover	16.29%	16.78%	12.02%	14.97%	8.36%	5.18%	4.49%	12.73%	12.52%
Monthly Sickness %**	6.12%	13.00%	6.92%	5.04%	11.26%	3.12%	2.74%	7.15%	7.52%
YTD Sickness %**	5.28%	11.18%	6.06%	5.06%	10.69%	3.28%	2.07%	6.82%	6.77%

* ODP's/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 February 22

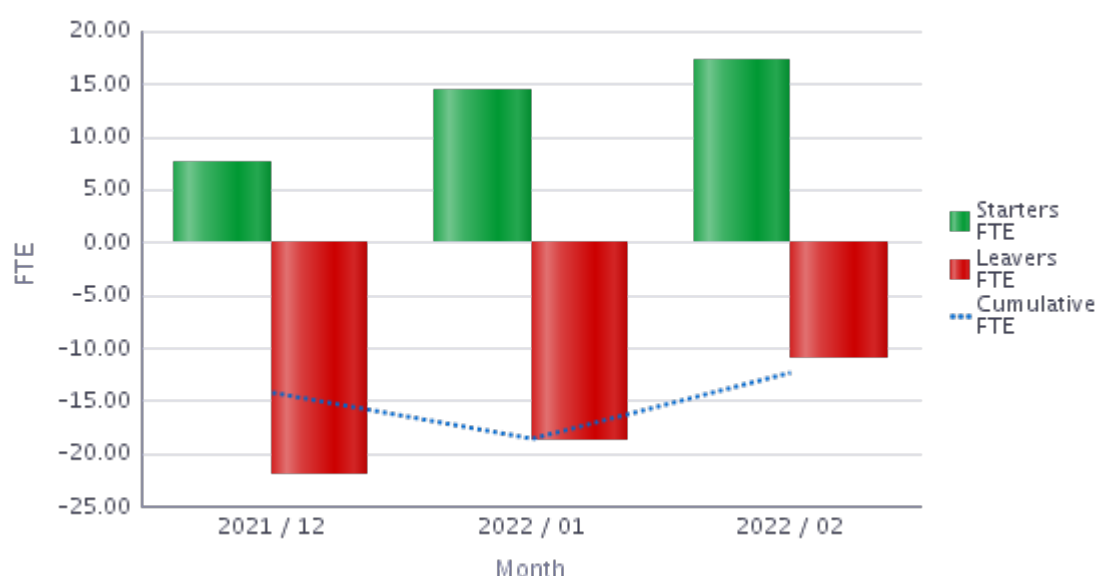
*** Includes usage for centralised budget code for COVID-19

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 5,697.00 in October 2021 to 5,720.86 in February 2022 representing an overall increase across all staff groups of 23.86 FTE. The largest increase in FTE over the period is in the Nursing & Midwifery Registered Staff Group (24.38 FTE) followed by Admin & Clerical (10.76 FTE). The largest reduction in FTE over the last two months was in the Additional Clinical Services (8.42 FTE) Staff Group followed by the Medical & Dental staff group (6.04 FTE).



The table above shows the position with respect of qualified nursing / midwifery starters and leavers which demonstrates the position over the last three months. The cumulative position for the 3 months is -12.18 FTE with 39.23 FTE registered nurses / midwives joining the Trust and 51.41 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 have dropped to 61% fill rate. This has reduced due to the increase in the number of shift requests we have received.

There has been a decrease in the need to use agency in the Administrative & Clerical groups over the reporting period.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

Agency use across the Medical & Dental, Nursing & Midwifery and Allied Health professional staff groups has remained relatively static in the reporting period. There has been a slight decrease in the use of bank doctors.

The average weekly use of agency shifts was 478

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.

Due to the successful work done in trying to reduce our agency rates, we are compliant in achieving the NHS Improvements capped rates in 78% of our shifts.

It has not been possible to include any benchmarking data from the NHS England Model Hospital database in this report as the agency data has not been updated since June 2021 due to technical issues.

A review of nurse bank escalated rates due to the pandemic is currently ongoing and recommendations will be made in April 2022.

Turnover

Turnover has seen an increase to 12.52% in February 2022 from 11.55% in October 2021. Turnover has increased slightly in all staff groups except Add Prof Scientific & Technical and Healthcare Scientists which have both 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

Trainee Health Care Assistants / Health Care Assistants

Regular recruitment has taken place over the last 3 months and has resulted in 77 Health Care Assistants and Trainee Health Care Assistants being recruited. However, 12 Health Care Assistants that have left the Trust during the same period.

Recruitment has become increasingly more challenging in recent months with typically high numbers of applicants, but the numbers attending for interview has been disappointing. Agreement has been reached to run a 2 year campaign with Just-R who will be supporting the Trust by initialising strategies to improve the attraction of quality candidates. Just-R will also be carrying out pre-application screening interviews in order to ensure only appropriate candidates who reflect the Trust values move forward in the recruitment process.

The most recent advert that closed on the 3rd of March 2022 attracted 120 applications which are currently being shortlisted.

Work with the Education Department is ongoing to produce a development plan to support employees to progress from Trainee Health Care Assistant to Band 5 Staff Nurse. This plan

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

has been shared with NHS England and will be shared with NHS Futures as an excellent example of development.

Nursing and Midwifery

Two recent adverts to recruit Trainee Nursing Associates realised 110 applications; of these 25 were shortlisted and 13 offers of employment were made but we were only able to offer the opportunity to train with the University of Bolton to eight applicants .

We have also appointed 15 candidates for the Registered Nursing Associate top up with Bradford Open University.

Overseas Nurse Recruitment

The areas which ongoing high numbers of Staff Nurse vacancies include Theatres, Paediatrics, and Respiratory. The vacancy rates in Renal and Stroke have improved. The Trust secured funding to appoint 50 overseas nurses to these via the Global Learners Programme which has now ceased. Currently 34 overseas nurses are already working for the Trust; all have now passed their OSCE and gained NMC registration. The Trust has recently 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. Three overseas nurses are expected to arrive in the near future but current events in the Ukraine have resulted in a delay to their visas being issued. We have also received agreement to recruit a further 50 overseas nurses which we will be working with Yeovil to recruit.

Long Covid Recruitment

This is a joint venture as part of the Act as One project. The Trust is currently hosting adverts for the roles that were not initially filled Clinical Leads for Dietetics, Breathing Pattern Disorder Management and Fatigue Management including Vocational Rehabilitation and Occupational Therapy. There are two additional roles out to advert for an Assistant Practitioner and a Rehabilitation Therapy Assistant.

Consultant Recruitment

Consultant recruitment has continues with 14 AAC panels held from 1 April 2021 to date., successfully appointing 20 individuals. 13 of these have already commenced in post.

There have been a further 18 adverts since 1 April 2021 where either no applications were received or those that were didn't meet the shortlisting criteria.

As at March 2022, the status of Consultant advertising is as follows:

Out to advert – 2 (OMFS and Obstetrics)

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

Interview scheduled – 2 (Vascular Surgery and Radiology)

Recruitment approval awaited – 2 (Gastroenterology)

Medical Oncology have continued to struggle to recruit at Consultant level and are currently working through appointing 3 Specialty Doctors to support their service.

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

Junior Doctor Recruitment

120 Foundation Doctors and Internal Medicine Trainees are ready to move into their next placement on 6 April 2022. The majority of these doctors joined us in August 2021 but will have a further period of local induction as they change specialties.

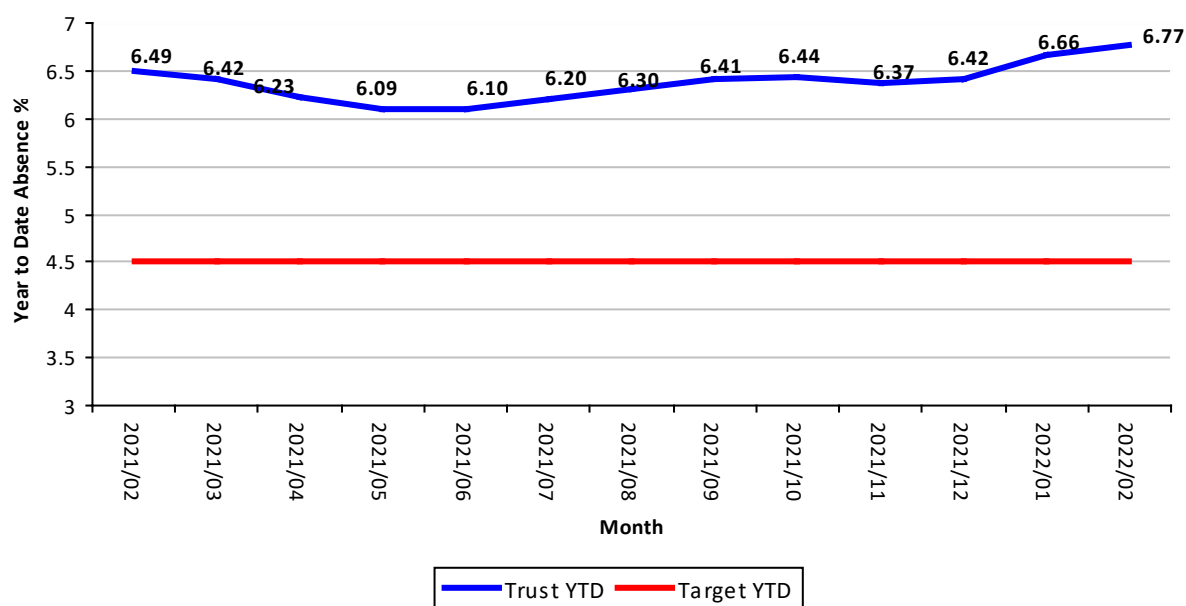
Gaps on junior rotas are an issue in some specialty areas; some due to gaps on rotations (Paediatrics & Neonates as at March 2022 rotation) and where more trainees opt to work part time. Several additional clinical fellows have been appointed across specialties to assist with cover where possible.

Plans are underway to recruit to the 2022/23 cohort of Post Foundation and Post Core Fellows. Some junior fellows (FY1/FY2 equivalent) have been appointed in recent months to bolster rota gaps predominantly in Medicine and will be offered extensions to contracts through to 2023 to allow them to receive competency sign-off which will strengthen their applications for specialty training in 2023/24.

People Academy: 30 March 2022
Agenda Item: PA.3.22.13

Sickness Absence

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



The year to date absence percentage rate in February 2022 is 6.77%. The absence rate has showed a steady increase since November 2021. At this time last year the year to date absence rate was 6.49%. The graph above also shows Year to Date sickness absence (%) against target up to February 2022.

People Academy: 30 March 2022

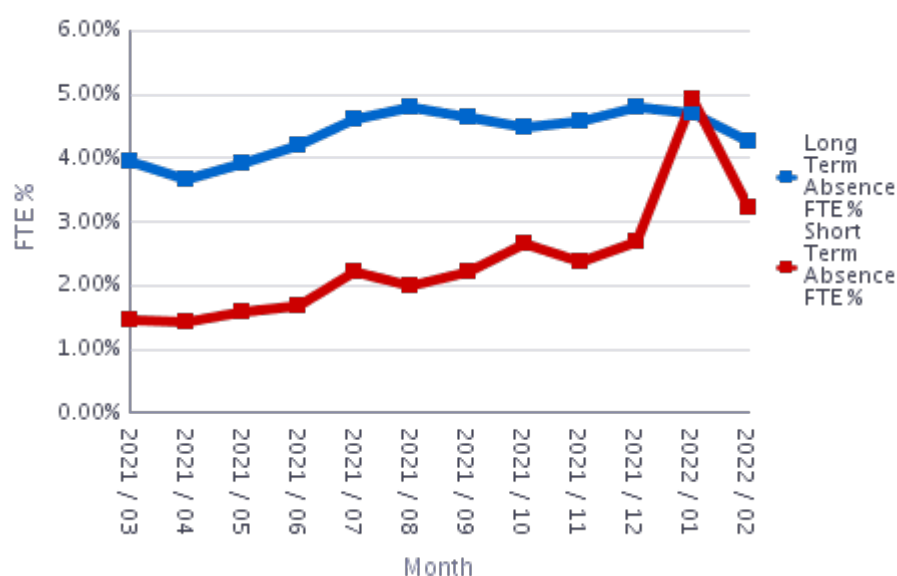
Agenda Item: PA.3.22.13

Top 5 Absence Reasons by FTE Lost – Table 2

Absence Reason	%
S10 Anxiety/stress/depression/other psychiatric illnesses	24.2
S27 Infectious Diseases	19.1
S98 Other known causes – not elsewhere classified*	11.8
S12 Other musculoskeletal problems	8.0
S25 Gastrointestinal problems	5.3

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

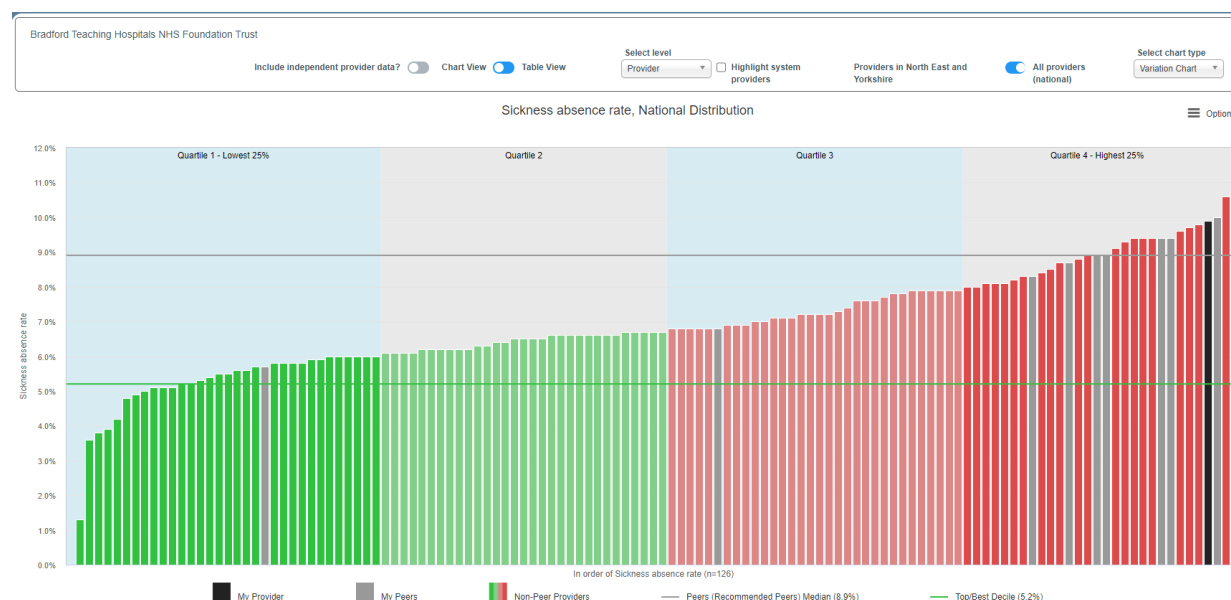


This table shows the long-term and short-term sickness trend. Long-term sickness increased through November and December but has started to reduce from January. Short-term has increased slightly in December before a significant increase in January linked to an increase in covid sickness. It has reduced in February but not quite back to the levels seen last Autumn.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

Absence Benchmarking – Model Hospital



The above chart shows sickness benchmarking compared to NHSI Recommended peers for the month of January 2022 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 apart from one peer in the 4th quartile.

The above chart shows sickness benchmarking compared to other Acute Trusts within North East and Yorkshire for the month of January 2022 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 Thrive intranet platform was launched in October 2021 and has already had 28,790 views (as of Feb 22) with roadshows and pop ups held across all Trust sites. Some pop ups had to be cancelled due to the team's redeployment in January 2022.

A 12 month programme of events has been developed including links to comms, other team initiatives and team specific roadshows across the Trust. There are themed pop ups planned for March and April and OD are supporting EDI in May on staff network day. Collaborations are also being planned with SPaRC and Charities colleagues.

Discussions are currently underway with Education to determine an approach to promote Thrive to our overseas nurse cohorts, with a particular emphasis on the wellbeing and development offers. This is in its early stages and will continue with OD supporting a celebration event on 24.03.22.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

Thrive Live

The first Thrive live question and answer session was held on 23rd February 2022 with Mel Pickup Chief Executive and Pat Campbell HR Director on the panel and 46 attendees. These sessions will happen monthly, with Mel and another Director on the panel. The aim is to have a face to face session when space is available and that the sessions will have a focus/theme, April for example will focus on Staff survey. Feedback to the OD team has been positive so far.

Leadership Conference; Thriving at BTHFT

The start of year conference being organised by the OD team will offer a space for leaders to recognise and reflect on what has collectively been achieved over the last 2.5 years and provide time to refuel and reboot both personally and professionally.

The overall objective of 'Thriving at BTHFT' Start of Year Conference is:

- To be a day of positivity, high energy and moving forward vision.
- To acknowledge and celebrate what got us here - the last 2.5 years.
- To offer the space for colleagues to refuel and reboot to the best version of themselves.
- To launch and live our refreshed values and behaviours.
- To introduce and launch the new corporate strategy.
- To build our resilience and map for the road ahead.

We aim to offer a hybrid event with some delegates attending a venue for a face to face conference and others participating via a live stream remotely. The conference will also be recorded to allow staff an opportunity to watch it at other times. The date and key note speakers are yet to be confirmed.

Civility

Meetings are now being held bi-monthly to allow work on the 3 task and finish groups to commence work, covering the following:

- Civility awareness and launch
- Development of behavioural framework

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

- Manager confidence and capability

A draft behavioural framework is out for consultation through survey monkeys, Thrive pop ups and other groups and the next iteration of the framework will be presented and developed through the task and finish group.

Leadership and Management Development

There are currently 3 leadership pathways running with the following numbers enrolled for each:

- Aspiring Leaders = 77 enrolled
- Developing Leaders = 97 enrolled
- Progressing Leaders = 54 enrolled

The fourth pathway (Advancing leaders) is in development with a Learning Needs Analysis initiated and will be further developed utilising input from the attendees at the Leadership Conference (Date to be confirmed).

An evaluation of all the pathways is underway and will be available when data from those completing pathways is received. The learning from the evaluation will inform the development of a refreshed offer, planned to be launched on the 1 year anniversary of the pathways in July 2022.

This will involve;

- Review and refresh webinars
- Formalise face to face offer and have bookable dates from Q2/3
- Create a core session which will be included in all pathways
- Refresh Thrive development platform.
- Review and streamline admin process.

Developing the pathways is an iterative process with an ambition to continually improve access and outcomes. The OD team have discussed with Sonia Sarah the desire to attend the relaunched staff networks (ideally in Q1) to look at the data and promote and revise the pathway content in line with feedback. The following protected characteristics are now being reported on:

- Age
- Disability

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

- Sexual orientation
- Race

The OD Team are supporting ED&I in May with a Thrive Popup on Staff network day, with a view to discuss the pathways and possible barriers to enrolment.

NHS Staff Survey 2021

The survey results are embargoed until 9.30am on 30th March, and will be shared across the Trust after this time.

The OD team were proactive in encouraging staff to make their voice count and participate by listening to feedback and answering questions about the confidentiality of the survey at 'pop-up' events held across the Trust.

2,970 staff (47.2%) took part in the 2021 survey – the highest response rate ever achieved by the Trust.

The team worked closely with some of the lowest responding areas of the 2020 survey who showed increased participation for 2021.

Several CBUs / services made significant improvements to their response rates:

- Womens' Services (+6%)
- Haematology, Cancer and Palliative Care (+7%)
- Urinary Tract & Vascular (+8%)
- Elderly and Intermediary Care (+10%)
- Musculoskeletal, Plastics, Breast, Skin (+10%)
- Radiology and Imaging (+10%)
- Estates and Facilities (+11%)
- Chief Nurse (+23%)

Chief Operating Officer, Therapy Services, Theatres and Day Cases, also had improved response rates in comparison to 2020.

Targets were set for all services to achieve and a weekly update on response rates shared with all General Managers and Executive sponsors. Reaching targets resulted in rewarding wellbeing hampers to staff which were well received.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

The OD team are meeting GM's to discuss what went well, and how CBU's can keep the conversation live, through knowing their data and acting on it.

Staff Engagers

An intranet page and marketing materials are currently being designed and these will be launched in Q1. Staff engagers have been invited to attend Thrive live and encouraged to invite their peers and colleagues.

Redeployment hub

The OD Team were informed on Thursday 6th January 2022 that they were required to suspend all their work and redeploy into setting up and running a Staff Volunteer Redeployment Hub. A previous Hub had been set up to cover gaps in staffing caused by strikes and archived documents when available were used to give an idea of what had previously happened.

The main objective was to redeploy non-clinical staff into clinical areas to provide support to wards and services experiencing significant pressures due to Omicron sickness and incidence within the hospital and community. General Managers were asked to provide 5 staff members each who, could come forward to volunteer in clinical areas and perform non-clinical duties.

Processes were developed to support volunteer flow and ensure all required information completed before volunteering, to track volunteers, hours volunteered. A room/hub and rota to manage volunteers was established with all OD staff working outside of their normal working hours. The Hub ran for the first time on Saturday 8th January 2022.

Close working with the Matrons to identify areas of greatest need/priorities was established quickly and maintained throughout the 3 weeks duration of the hub.

A paper has been written on key learning from the hub, outlining what worked well and should be sustained, what could have been better, what we need to do to sustain the improvements made, and next steps.

In total, 150 staff registered with the hub and provided nearly 1500 hours to support their colleagues. The OD Team are evaluating individuals experience to inform learning.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

REACT

The OD team in collaboration with BTHFT Psychologists, have finalised the REACT offer. The first session is being run in April; this was delayed due to COVID pressures and team redeployment. Two sessions have been planned every quarter. 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 able to support their staff to find resources and support for their unique requirements.

OD Team CPD

Four members of the OD team will be undertaking CPD in the next few months to increase capability in psychometric assessments, which will create increased capacity to support the implementation of assessment centres for recruitment, selection and team development purposes and will offer a choice of approaches to meet diverse needs.

2022/2023 Pay Award

No agreement has been reached for the National Pay award; details will be provided when known. However, DHSC has advised that the increase in hourly rates already provided for purposes of National Living Wage compliance should be seen as an advance to the 2022/23 pay award. When the full Agenda for Change pay award for these pay points is known, they will be increased by any amount not already received, and this outstanding amount will be backdated to 1 April 2022.

Pensions

NHSBA Pensions changes

From 01 April 2022 all active members regardless of age will become members of the 2015 scheme. Many members are already part of the reformed scheme, all legacy schemes will be closed including the 1995 and 2008 schemes. Members will already have been informed ready for the transition.

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 to enable some workers to work additional hours or return to the workplace.

People Academy: 30 March 2022

Agenda Item: PA.3.22.13

These temporary suspensions were due to end on 24th March 2022 but have been extended to August 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