

BOARD SUMMARY SHEET	
Title	HR REPORT
Submitted by	Chanelle Wilkinson Director of HR & Organisational Development
Date of meeting	April 2010
SUMMARY OF CRITICAL POINTS	
<p>This is the monthly HR report for April 2010 and focuses on the following topics:-</p> <ul style="list-style-type: none"> • Payroll Services • Health & Wellbeing • HR Case Work • Workforce Trends 	
PATIENT IMPACT - All	
STAFF IMPACT - All	
FINANCIAL IMPACT	
EQUALITY AND DIVERSITY IMPACT - None	
LEGAL IMPLICATIONS - N/A	
RISK ASSESSMENT - : Managing workforce risk is a key part of the Trust's risk assessment programme.	
RECOMMENDATION	
The Board is asked to note the contents of this report.	

1. HR DIRECTORATE REPORT

This report provides a brief overview of the transfer of payroll services from University Hospital of Birmingham to the Trust. The report also highlights the action the Trust is taking in light of the Boorman Report on Health and Wellbeing. A summary of the current HR Case Work and Workforce Trends is included.

2. UPDATE

PAYROLL SERVICES

As of the beginning of April the Trust has taken over responsibility for Payroll Services. This has entailed transferring a number of staff from University Hospital of Birmingham's Payroll Division based at Stoke. The team which will consist of 5 staff and a Payroll Services Manager is based within the HR Department and the Financial Controller and HR Director have joint accountability for the service.

The first weekly payroll, which was successfully processed on site at NGH, took place during week commencing 5 April.

The Trust has made transitional arrangements with UHB so that monthly paid staff are transferred on a gradual basis with full transfer planned for the 17 May 2010.

The expected benefits for an on-site payroll service include:

- A dedicated payroll team for the Trust/better customer support for Trust staff and managers
- More control over payroll input resulting in accurate and timely transactions
- Increased ability to identify and resolve overpayment and underpayments
- On-site presence providing face to face communication

HEALTH AND WELLBEING

The first meeting of the Trust's Health and Wellbeing Group took place on 7th April 2010. The group are in the process of formulating terms of reference and a Health and Wellbeing Strategy to take forward the key recommendations as outlined in the NHS Health and Wellbeing Final Report. The report had been published as a result of the review undertaken by Dr Steven Boorman, appointed by the Department of Health, to review health and wellbeing amongst staff in the NHS and to make recommendations as to how organisations can address the findings of the review.

The Lead Director on the group is Chanelle Wilkinson, Director of HR and the operational leads are Linda Gillard, Senior HR Business Partner and Olivia

Montgomery, Occupational Health Manager. Further updates will be submitted to Trust Board on a regular basis.

3. HR CASE WORK

The summary analysis below identifies the active HR case work across the hospital up to the end of March 2010:

Type	Open Cases December 2009	Open Cases January 2010	Open Cases February 2010	Open Cases March 2010
Capability	3	7	7	7
Conduct	10	14	10	12
Dignity at Work	3	3	3	3
Grievance	8	9	9	12
Sickness	60	82	73	83
Employment Tribunals	8	8	8	7
Suspension	5	3	2	2
Other	10	11	13	10
TOTAL	107	134	125	133

There has been an increase in the number of formal sickness absence cases this month from 73 to 83.

There has been a slight increase in the number of conduct cases in March from 10 to 12 cases.

March has also seen a rise in the number of grievance cases going from 9 in February to 12 in March, which is the highest number of grievance cases reported since November 2009. A revised grievance procedure is currently out for consultation, which may prevent some grievances entering the formal stage, if managed appropriately informally.

The breakdown of grievance cases is as follows:

- Annual Leave (2)
- Disability Related (1)
- Bullying and Harassment (3)
- Job Banding (1)
- Payments Related (3)
- Flexible Working (1)
- Failure to Provide Appropriate Resources (1)

There has been little or no change to the other types of caseload activity.

4. WORKFORCE TRENDS – Key Performance Indicators (KPIs)

This section of the report identifies the key themes emerging from the February 2010 Human Resources KPI report, which identifies trends against Trust targets. A summary of the key actions taken to meet targets are as follows:

Sickness Absence February 2010 – Appendix A

Sickness absence rates continue to fluctuate across the Trust and remain above the current overall target rate of 3.5%.

For the financial year 2009 to 2010 the average sickness absence rate, as at the end of February 2010 was 5.15%.

The average sickness absence figure is above the NHS East Midlands Workforce Productivity Baseline average sickness rate which between October 2009 and December 2009 was 5.0%.

Ward sickness (based on Band 5 and above) continues to be high within Head & Neck at 10.93%, Oncology at 8.67% and Medicine at 7.01%.

The main area of concern in Head & Neck continues to be Singlehurst Ward, however, this is expected to improve with long-term sickness cases expected to return to work in March.

The overall sickness absence rate for Obs & Gynae is 6.39% due to 13 long term sickness cases, 4 new cases, 1 notice to terminate end of April and 3 managed close to a conclusion (e.g. ill-health retirement). All cases are being managed through Occupational Health.

The overall sickness absence rate for Facilities is 6.53% due to 9 long term sickness cases which are now being progressed.

All cases are being managed through Occupational Health. Case management meetings with OH are taking place where necessary to determine individual's capability to continue in their role. 35 employees have hit trigger points and all are being managed in line with the Trust Sickness Absence Policy. 5 people are on formal stage 1 of the policy and 2 at formal stage 2.

Within General Surgery ward sickness improved significantly and falls below the Trust target, falling from 7.45% in January to 3.36% in February.

Staff Turnover February 2010 – Appendix A

The cumulative staff turnover rate remains fairly static, falling slightly from 8.29% in January 2009 to 7.90% in February 2010 and remains lower than the Public Sector average of 12.6%, as reported by the Chartered Institute and Personnel Development – '2009 Recruitment, Retention and Turnover Survey Report.'

Turnover remains high within Trauma & Orthopaedics at 11.48%, Pathology at 10.65% and Hospital Support at 11.66%.

It is anticipated that the consolidation of part-time posts in Pathology to recruit to full-time posts will reduce the high staff turnover.

The table below details the turnover rate for January 2010 & February 2010 by Directorate:

Directorate	Jan 10 (%)	Feb 10 (%)
Medicine	8.38	7.67
Surgery	7.12	7.14
Anaesthetics	8.04	9.82
T&O	11.22	11.48
Head & Neck	4.31	5.13
Child Health	6.75	6.43
Obs & Gynae	6.83	6.19
Oncology	8.24	8.09
Pathology	10.78	10.65
Radiology	4.2	4.17
Facilities	9.93	7.47
Hospital Support	13.45	11.66
Clinical Support (Total)	7.33	7.29
(Pharmacy)	3.49	3.53
Trust Total	8.29 %	7.9%

*Please note the formula for staff turnover is the number of leavers in the year divided by average total staff in the year.

Number of Staff in Post February 2010

The number of staff in post, excluding bank staff, has risen from 4186 in January 2010 to 4,226 in February 2010. This figure is based on the number of staff with primary posts.

Full Time Equivalents February 2010 - Appendix B

The workforce Full Time Equivalents increased from 3,562 in January 2010 to 3,567 in February 2010.

Bank and Agency February 2010 – Appendices C and D

Bank expenditure for February was £379,947, an increase of £49,552 on the previous month. Nursing and administrative & clerical agency expenditure has also increased. Spend for February was £283,341, an increase of £55,236 on the previous month. The combined bank and agency spend for both staff groups has increased by £104,788 on the previous month.

Bank expenditure in Pathology was £6,708 for February an increase from £5,268 in January. This was due to annual leave and increased workload. Agency spend was £5,608 due to the use of locum cover in the mortuary to cover long-term sickness.

T & O bank expenditure for February was £33,213 which is £2,786 above directorate target. Agency expenditure increased significantly in February to £67,383 compared to £46,411 in January. 1,318 hours of agency hours were filled of which 582 hours were attributed to Band 2 HCAs and 458 hours attributed to Manfield Theatres Band 5.

Head & Neck agency expenditure increased from £47,139 in January to £75,348 in February. Agency expenditure is predominately attributed to Medical Staff to cover vacancies.

Obs & Gynae bank expenditure in February was £51,964 and remains above the monthly Directorate target of £24,459. The majority of bank usage is to cover a number of Band 2 HCA vacancies and long-term sick. Agency expenditure continues to be low at £1,005 in February, and work continues to eliminate agency usage completely.

The bank shift fill rate for February was 81% which continues to be above the Trust target of 80%. In total 5,823 bookings were received, 3,680 were filled by bank and 1,055 were filled by agency.

The total agency expenditure (to include medical locums) for February was £579,715 an increase of £34,787 on the previous month.

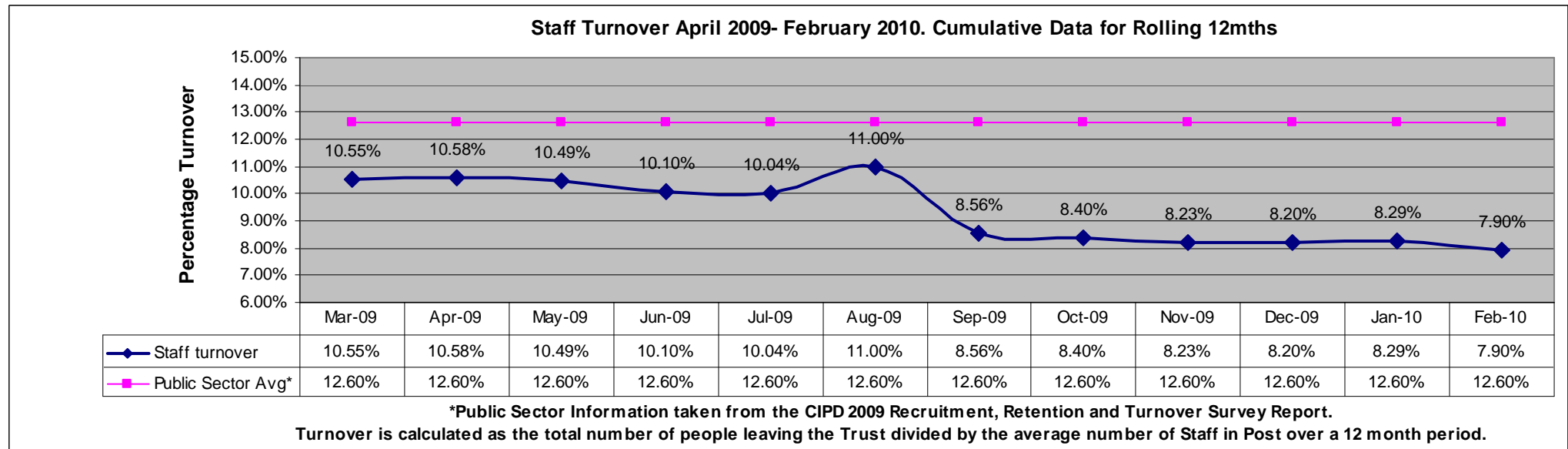
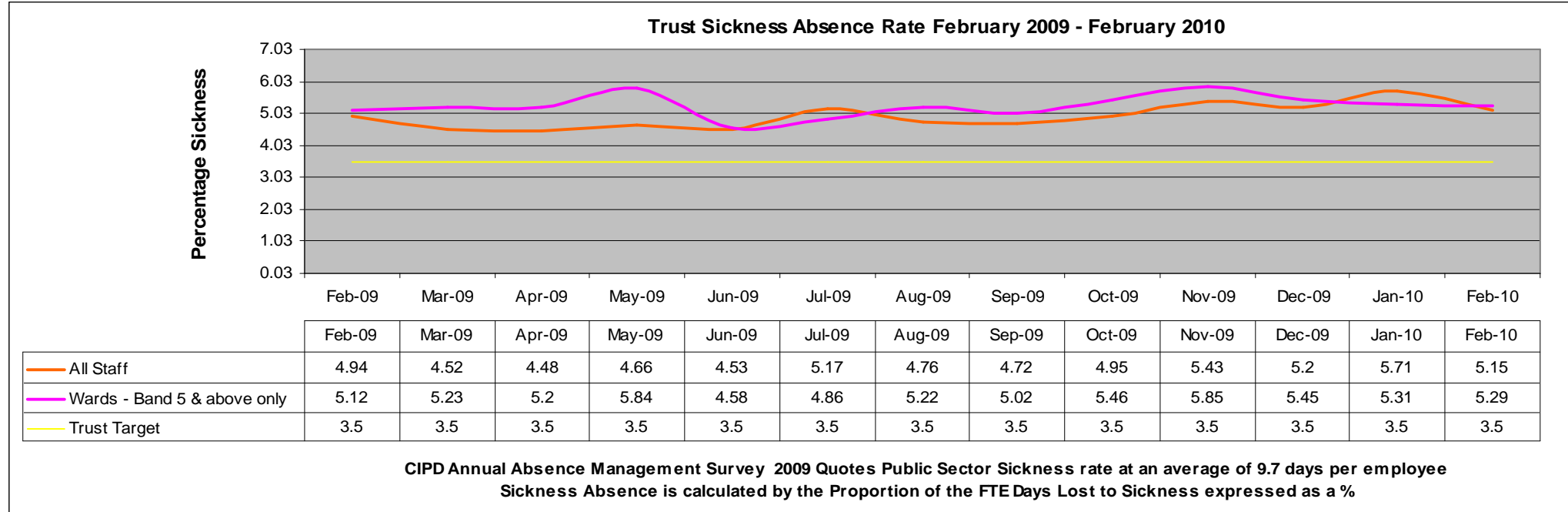
There was a decrease in sickness absence for Medical Staffing in February 2010. The Head of Medical Staffing/Team Leader are continuing to meet with the remaining Clinical Directors to discuss the sickness process within their specialties.

Chanelle Wilkinson

Director of Human Resources and Organisational Development

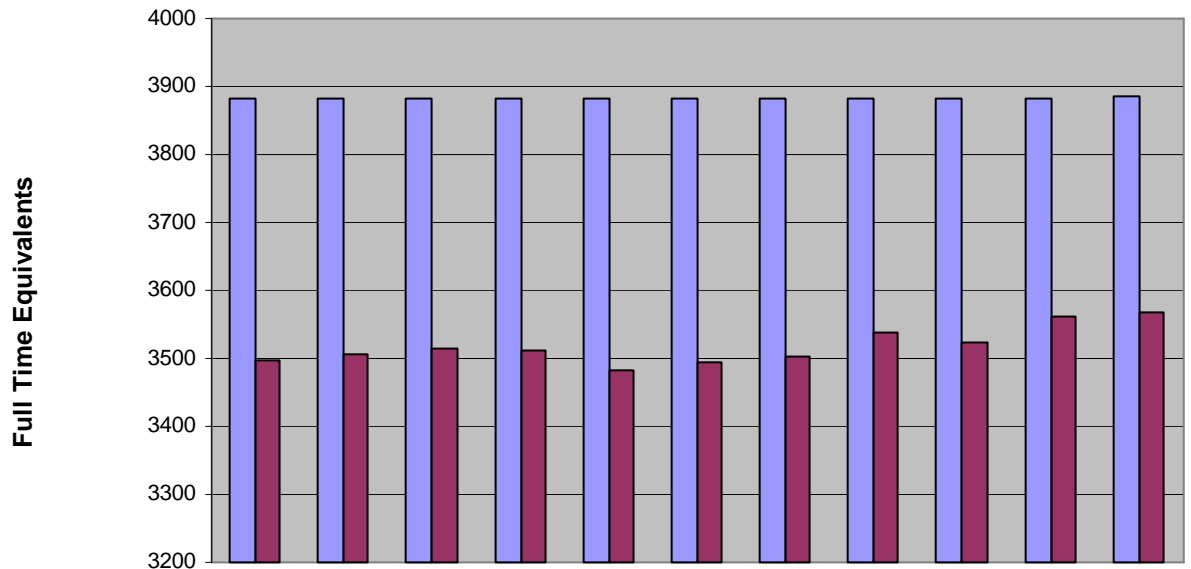
April 2010

Appendix A



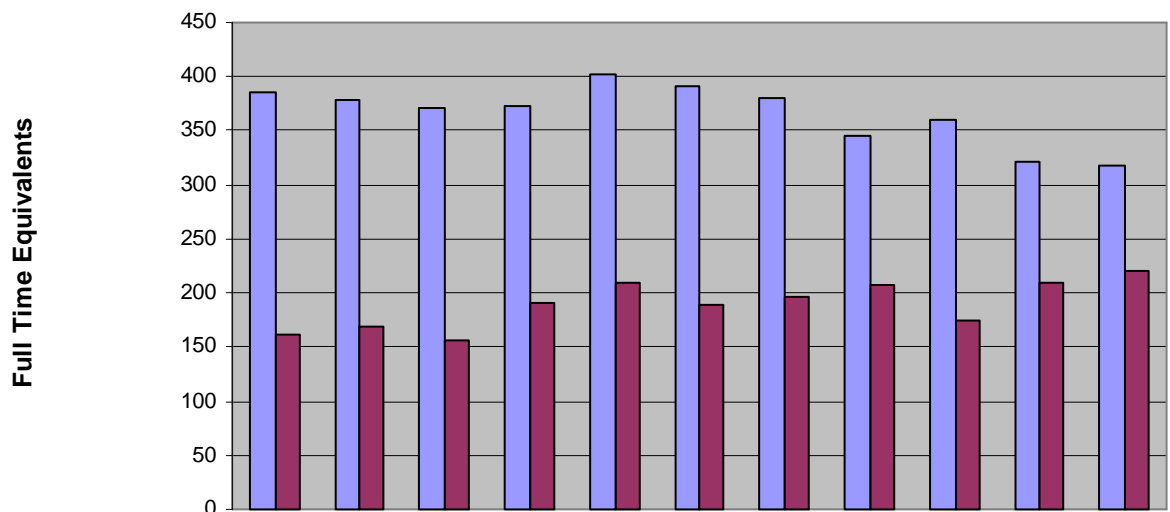
Appendix B

**Comparison - Establishment versus Full Time Equivalents
April 2009 - February 2010**



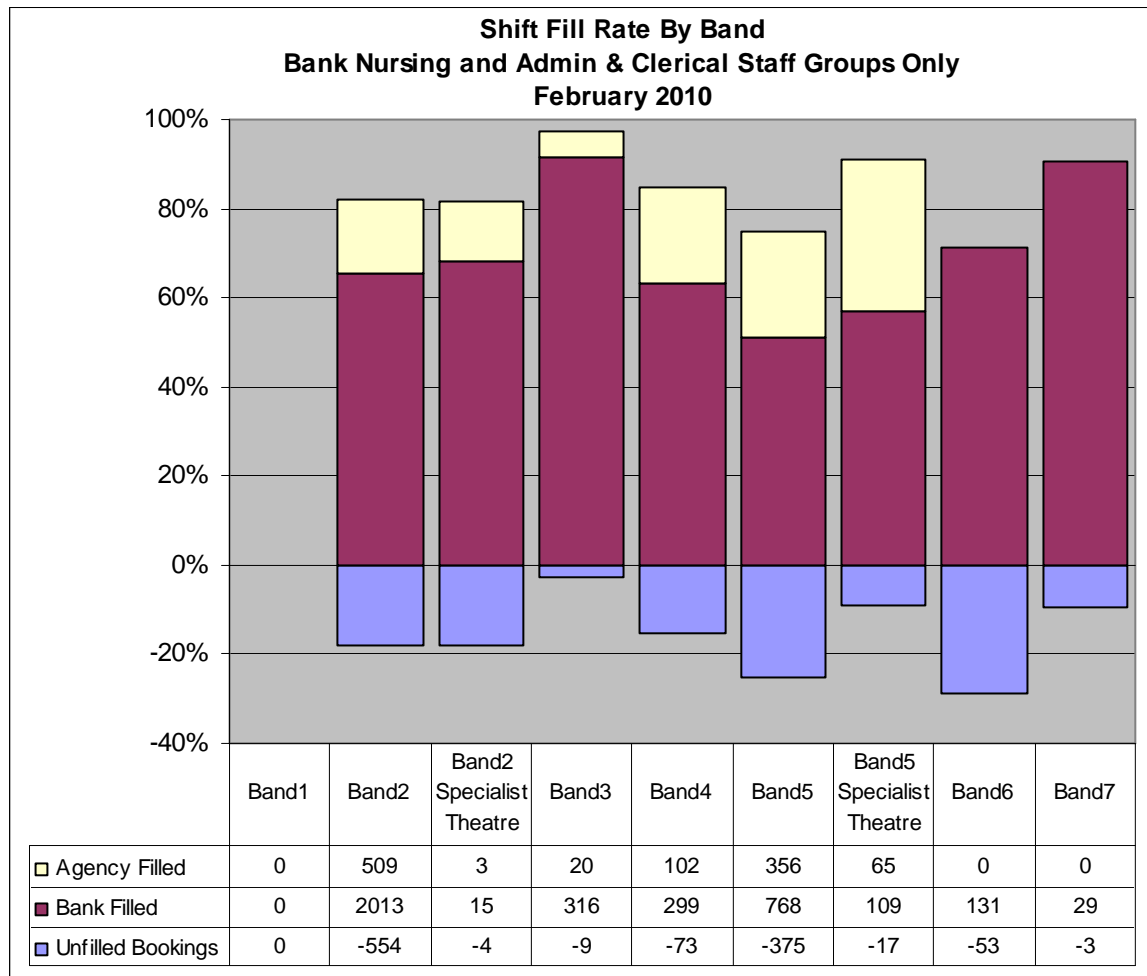
	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10
■ Funded Full Time Equivalent	3884	3884	3884	3884	3884	3884	3884	3884	3884	3884	3884
■ Actual Full Time Equivalent	3497	3506	3514	3511	3481	3493	3503	3538	3524	3562	3567

**Comparison - Vacancy Factor versus Bank & Agency Use
(Bank Nursing and Admin & Clerical Staff Groups Only)
April 2009 - February 2010**



	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10
■ Vacancy Full Time Equivalent	386	378	370	373	403	391	381	346	359	322	317.28
■ Bank & Agency Full Time Equivalent	162	169	156	191	209	189	196	208	174	210	220

Appendix C



Booking Grade	Total Bookings	Unfilled Bookings	Bank Filled	Bank Filled Hours	Agency Filled	Agency Filled Hours	Fill Rate
Band1	0	0	0	0	0	0	#DIV/0!
Band2	3076	-554	2013	13962.74	509	3637.75	82%
Band2 Specialist Theatre	22	-4	15	94.95	3	19.5	82%
Band3	345	-9	316	2199	20	150.5	97%
Band4	474	-73	299	2215.5	102	779	85%
Band5	1499	-375	768	6585.1	356	3073.45	75%
Band5 Specialist Theatre	191	-17	109	702.75	65	577.5	91%
Band6	184	-53	131	935.85	0	0	71%
Band7	32	-3	29	218.95	0	0	91%
Totals:	5823	-1088	3680	26914.84	1055	8237.7	81%

Appendix D

