

## ACTIONS FOR THE NEXT QUARTER AGAINST WORKFORCE KPIs OF CONCERN July 2014

### **Voluntary turnover and Vacancies:**

The turnover rate for registered nursing and midwifery staff has shown a negative movement over the last few months, and over the last 12 months accounts for 40% of voluntary turnover (they make up 32% of the workforce); turnover is particularly high amongst band 5 nurses.

### **Actions for next quarter:**

Implement the changes to the recruitment process (increased use of electronic systems such as on-boarding site) in order to reduce the time until a new employee starts in post.

Our demand for nursing staff and theatres practitioners exceeds the current domestic supply, and the possibility of recruiting from overseas is also being investigated in order to provide a long-term solution (9-12 months). The monthly band 5 nurse assessment centres will continue, and some areas will run bespoke recruitment campaigns.

The Divisional HR Managers will work with their divisional management colleagues to develop recruitment plans. Most immediately the management team in theatres is working with the HR team to explore different ways of attracting staff to work at St. George's. A recent open day had some success but it was not possible to fill all of the vacancies.

Investigate the reasons for leaving through increased take up of online exit questionnaires and face to face interviews.

### **Sickness Absence:**

Only 2 Divisions have sickness absence rates above the target of 3.5% (Community Services and Estates and Facilities). Targeted work in the other Divisions has produced positive results.

### **Actions for next quarter:**

Implement the revised *Sickness Absence Management* policy; it now requires improved documentation by managers when an employee returns to work to ensure issues are dealt with early on.

There are particular issues in the Prison Service that relate to the overall difficulties at the Prison. The Prison has dedicated support from a Senior HR Advisor to tackle long-term sickness absence cases.

HR Advisors are working with managers across all the divisions to encourage the use of the eRostering system to monitor sickness absence in real time.

Staff support service to offer approximately 260 counselling sessions per month and see an average of 27 new clients per month

**Bank and Agency Costs:** These have moved adversely alongside the increase in vacancy and turnover rates.

### **Actions for next quarter:**

Recruitment to the staff bank of administrative and clerical staff will continue so that we are able to supply an increased number of staff through the bank rather than through an agency, for example in Central Outpatients Service.

Meeting with nursing board to discuss how we increase the numbers of nursing and midwifery staff working on the staff bank.

The eRostering system will be upgraded between September and December 2014. During the next quarter, managers using the system will be re-trained on how to use their workforce most effectively, and reduce the reliance on bank and agency staff.

**FFT Staff net promoter score:** -33 quarter 1

### **Actions for next quarter:**

Undertake benchmarking with AUKUH trusts.

Feedback responses to staff on issues raised through Staff Magazine, 'By George'.