

NHS 24 BOARD MEETING		02 MARCH 2023 ITEM NO 10.3 FOR ASSURANCE	
WORKFORCE PERFORMANCE REPORT (Quarter 3 October – December 2022)			
Executive Sponsor:	Director of Workforce, Jacqui Hepburn		
Lead Officer/Author:	Director of Workforce, Jacqui Hepburn		
Action Required	The Board is asked to note the workforce report.		
Key Points for this Committee to consider	<p>This report provides the Board with an update on areas of workforce focus for Quarter 3. It provides analysis of workforce information to inform decision making in relation to the workforce and in addition identifies any workforce issues. The HR metrics collated in this report are derived from the NHS Scotland HR Management Information System (eESS) and are reported real-time.</p> <p>This report contains high level workforce information for the attention of the Staff Governance Committee. Comprehensive reports are still produced and monitored by the Workforce senior team and are available for any member of the Executive Management Team, Staff Governance Committee, or the Board on request.</p> <p>Our aim is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams.</p>		
Governance process	The Workforce Report is presented to the Executive Management Team prior to its presentation to the Staff Governance Committee and the Board.		
Strategic alignment and link to overarching NHS Scotland priorities and strategies	Information on NHS 24's workforce allows NHS 24's governance committees to make informed decisions, which support achieving the resetting of our culture, creating capacity, capability and confidence in our people and teams. Workforce is a recognised Ministerial Priority therefore by continually reporting on progress ensures that NHS 24 can effectively demonstrate performance against workforce targets.		
Key Risks	Any risks identified with our workforce performance will be monitored through our Strategic and Corporate Risk Registers.		
Financial Implications	Currently, there are no financial implications to highlight.		
Equality and Diversity	NHS 24 are required to comply with the aims of the Public Sector Equality Duty. Work is underway for our annual equalities report to look at our workforce data and reported by the relevant protected		

	characteristics and pay gap information for the period Oct 21 – Sept 22.
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1. RECOMMENDATION

The Board is asked to discuss and note the information contained within the Workforce Performance Report and any actions identified to be taken forward.

2. TIMING

2.1 This report provides metrics and analysis for the months October – December 2022 and includes historic trend information for comparison. The Workforce Performance report is now aligned with financial quarters as agreed, which are:

- | | |
|--------------------------|------------------------|
| Q1 – April to June | Q2 – July to September |
| Q3 – October to December | Q4 – January to March |

3. BACKGROUND

- 3.1 To support workforce management across NHS 24 the importance of accurate workforce information and intelligence to better understand both the current and future workforce is recognised. A new approach to workforce establishment control and reporting has been implemented from May 2022. Stakeholders from across Workforce and Finance meet with Directors monthly to review and update their Establishment movements sheets to ensure they are a true reflection of their structure. An output from this meeting is now a monthly Vacancy Report is presented to the Establishment Control Panel to review and discuss from an organisational standpoint.
- 3.2 The NHS 24 Workforce Strategy and action plan were approved and published in October 2022. This paper is produced quarterly to identify and monitor key workforce trends including workforce figures by staff cohort, recruitment activity, attendance rates, workforce turnover, completed appraisals and health and well-being. This information will in turn inform and allow us to monitor progress made against the action plan.

4. ENGAGEMENT

4.1 Appropriate engagement has taken place with all key stakeholders and all line managers now have access to their workforce data for their teams via the monthly manager dashboards.

5. FINANCIAL IMPLICATIONS

5.1 Currently, there are no financial implications to highlight.



Workforce quarterly report

Quarter 3

October – December 2022



ODLL



R&P



PS

Workforce Strategy & Plan 2022-25

PLAN

ATTRACT

NURTURE

EMPLOY

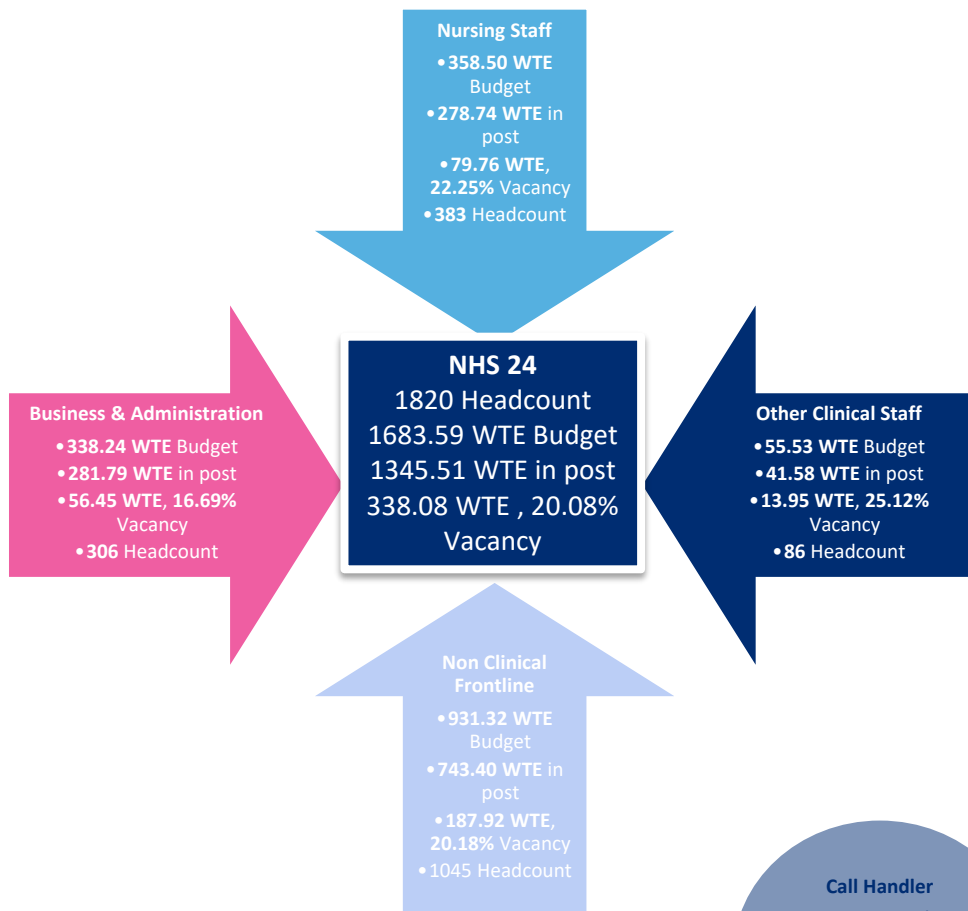
TRAIN



Quarter 3 Workforce Establishment



Key workforce information on NHS 24's establishment



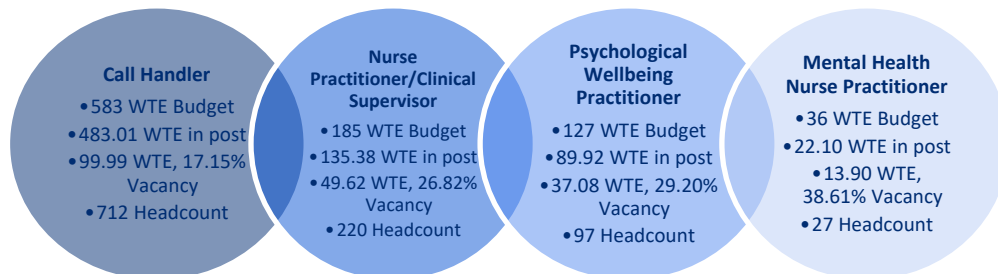
SPOTLIGHT

Stakeholders from across Workforce and Finance continue to meet with Directors monthly to review and update their Establishment movement sheets to ensure they are a true reflection of their structure. An output from this meeting is now a monthly Vacancy Report is presented to the Establishment Control Panel to review and discuss from an organisational stand point.

Revisions have now been made to the current retire/return process with the first requests under the new process being presented at the establishment control movement sheet meetings with the relevant Director in December, progressing onwards to the Establishment Control Panel for ratification.

An update on the new Establishment Control Process will be provided and presented to the Executive Management Team in Q3.

Scenario's are now being drafted looking at the next two years (2023/24 and 2024/25) to establish the amount of recruitment that would be required to reach different establishment targets.

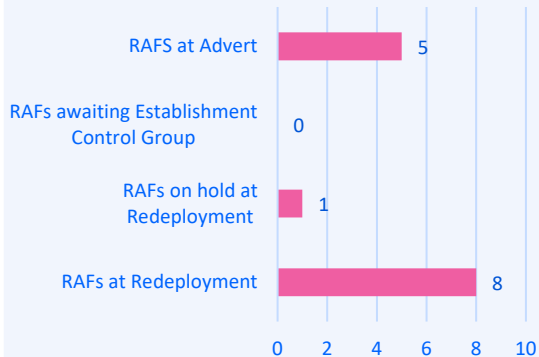




Sustainable Workforce



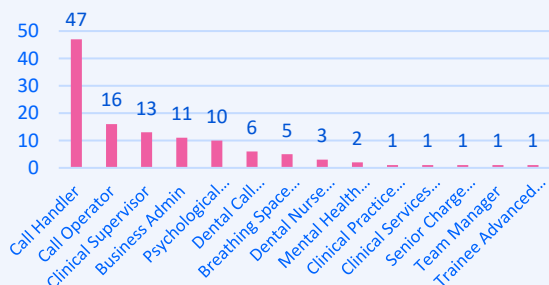
Recruitment



In Q3 Workforce and the Establishment Control Group received **41** RAFS for consideration. There are currently **52** jobs in the recruitment process at varying stages. These jobs are a mix of RAFS and High Volume Recruitment for Frontline.

Starters

NHS 24 recruited 118 new employees in Quarter 3.

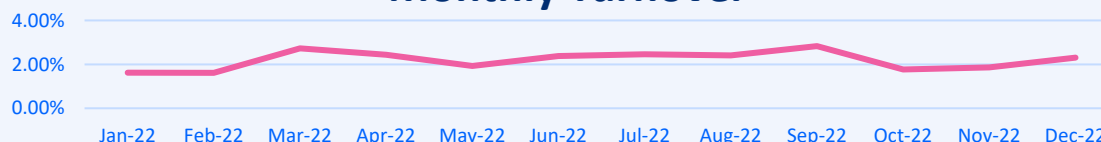


December Turnover
2.31%, 42 heads
+0.45%, +8 heads

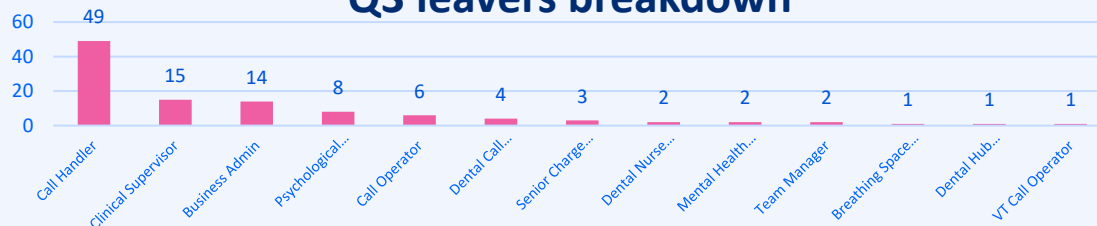
Quarter 3 Turnover
5.94%, 108 heads
-1.75%, -32 heads

Rolling year Turnover
26.33%, 488 heads
-1.50%, -33 heads

Monthly Turnover



Q3 leavers breakdown



INSIGHTS:

As with previous quarters the most common leaving reason is new employment (26 heads to another NHS employer and 17 heads out with the NHS).

The average length of Service of our during Q3 is 4.64 years for all leavers (Clinical Supervisors was 8.26 years and Call Handlers 3.98 years). During Q3 32.4% of leavers left with less than one years service (the highest number of which were Call Handlers (13) followed by 10 Call Operators (this includes Dental), 5 Clinical Supervisors and 3 PWP's. The stability index for Q3 sits at 78.3% for NHS 24 (76.8% for Clinical Supervisors and 74.9% for Call Handlers).

SPOTLIGHT:

The ER team continue to carry out a trial of Exit Interviews in Cardonald around Exit Interviews. In Q3 we have seen an improvement of the return rate to 24% compare to 14% in Q2. However the overall completion rate for 2022 is 6%.

Sustainable Workforce

- **Quarterly Highlights**
 - **Re-introduced Call Operator (CO) role** to bolster Call Handler (CH) resource - 85 heads being onboarded up to Jan
 - **Talent acquisition roles** recruited
 - **Engagement with colleges and universities** to attract students to our weekend vacancies
 - Implementation of:
 - **OFS Retiree Returner Programme**
 - **Refer a Friend scheme**
 - **Volunteer Workforce**
 - **Total reward approach**
 - **Attrition Improvement Action Plan** – progress reported 6 monthly
- **Quarterly Activity**
 - **Recruitment microsite** launched Jan 23
 - **Review current end to end recruitment process**
 - **New operational recruitment service model** for Service Delivery in Q4
 - **Recruitment EQIA** complete and action plan developed
 - **Engagement with Cemvo (specialist recruitment for ethnic minorities)** re advertising and review of end to end recruitment process
 - **H&S Committee** took place on 06/12/22
 - **JobTrain and eess interface** prep and testing complete with go live planned late Jan

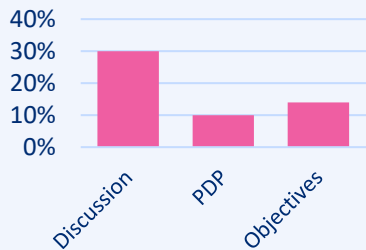


Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

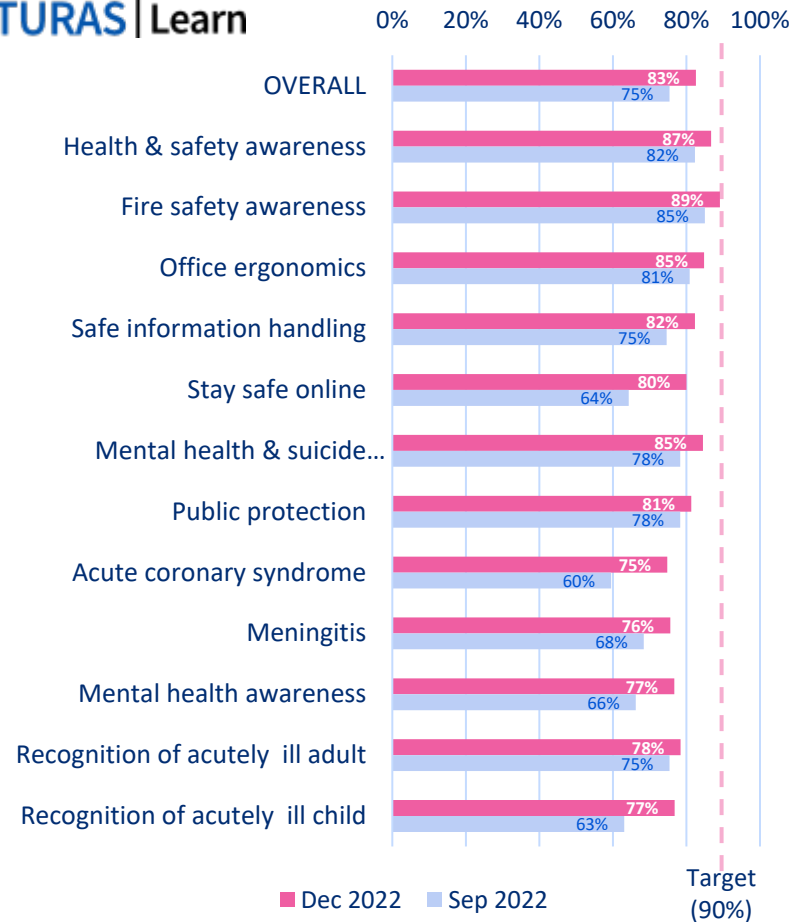
TURAS | Appraisal



APPRAISAL ACTIVITY

% of staff that have completed each of the components. **8%** have completed all 3 components.

TURAS | Learn



MANDATORY LEARNING (% complete and current)

This suite of modules are to be completed (and recompleted) either every year or every 2 years. Some modules are role-specific.

Finance have reached **100% compliance** with their staff.

Workforce and **ICT** directorates are both now **above the 90% target level** for compliance

Staff **with service length of over 2 years** have compliance levels **12% lower** than those with shorter service.

INSIGHTS: Significant factors affecting compliance levels

Management Essentials

34 people managers have now completed **all 24 components** of the MEP programme since it launched in June – that equates to **14% of the target audience**. The target is for 100% to have completed by November 2023.

There has been **583 attendances at the webinar sessions** and **596 eLearning module completions**.

SPOTLIGHT

This section shares details of key learning and development currently in focus.

CORE INDUCTION

Details of sessions run by the Practice Education team.

28 induction groups (Dental Call Ops (4), Pharmacy Call Ops (2), CHs (12), NP/CS (5) and Mental Health Hub (5))

80% completed training (82 of 103 staff completed the initial training process.)



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Mandatory Training:** Overall completion levels continue to trend upwards. Currently sitting at 83%
- **Management Essentials:** Programme continues, currently 14% of people managers, up to and including Band 7 have completed all 24 components of the Programme. Target is 100% completion by end of Nov 2023
- **Practice Education:** Reported 77% of new starts undertaking Initial Training have fully completed it. This is 10% lower than last quarter
- **Appraisal:** Upward trend from Q2, to 8% from 5.3% overall completion. Notable completion levels from Medical Directorate who are 100% fully complete and Workforce Directorate, with 77% of appraisals fully complete (all 3 components)

Quarterly Activity

- Targeted interventions embedding Mandatory Training into the organisation have contributed to higher completion levels of **Mandatory Training**. The Mandatory Training short life working group has concluded. A recommendations paper was submitted to EMT in Nov and will be submitted to Staff Governance in February.
- The **Management Essentials programme** delivery plan has been adjusted in conjunction with Service Delivery to address a lack of engagement with modular sessions.
- A proposal on a full relaunch of **Appraisal** was submitted to EMT in Nov 22 and further to Staff Governance Committee in Feb 23. It is proposed 2023 becomes a 'clean slate' with staggered objective setting taking place for full strategic alignment, within a fixed time frame. If approved, 2024 would see the first full cycle completed with end of year discussion, PDP and objectives set for the subsequent year. Regular 1:1s will be a key feature to support both employees and the process itself.
- Build well underway on **NHS 24 Induction** which will launch in Q4. Aimed at all new employees, with a values led in-person session. The programme will interconnect with Onboarding, Initial Training and Local Directorate Induction.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

7.52% Rolling -0.97%
 8.95% Quarter +2.46%
 10.45% Monthly +2.25%

SICKNESS ABSENCE

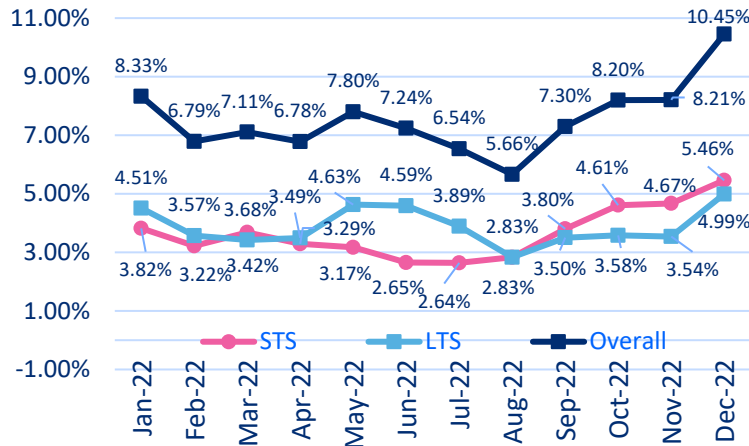
Attendance continues to be a focus for all NHS 24 cohorts. Short term and long term absence have both increased over the last quarter and the most noted being long term.

Overall sickness and covid absence combined since the removal of special leave provisions has reduced this quarter compared to Q3 in 21/22 .

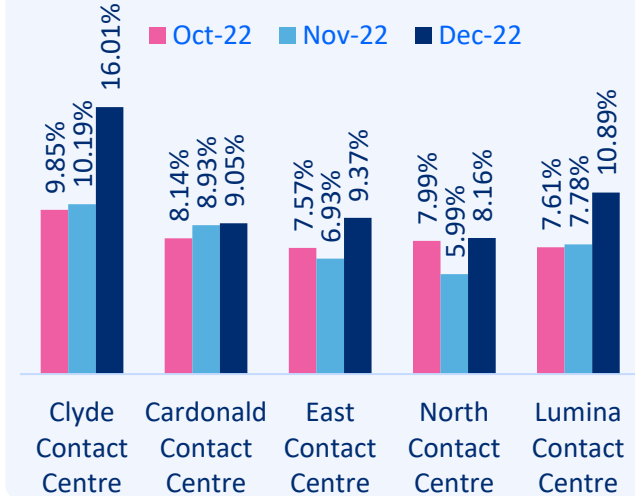
INSIGHTS:

Clyde Contact Centre has seen the largest increase in absence (+5.82%) in December and consistently has the highest absence in 11 months of 2022. As with previous quarters the absence reasons remain consistent however it is noted that **Cold, cough, flu – influenza** and **Covid-related illness** has seen the largest increases from previous quarter.

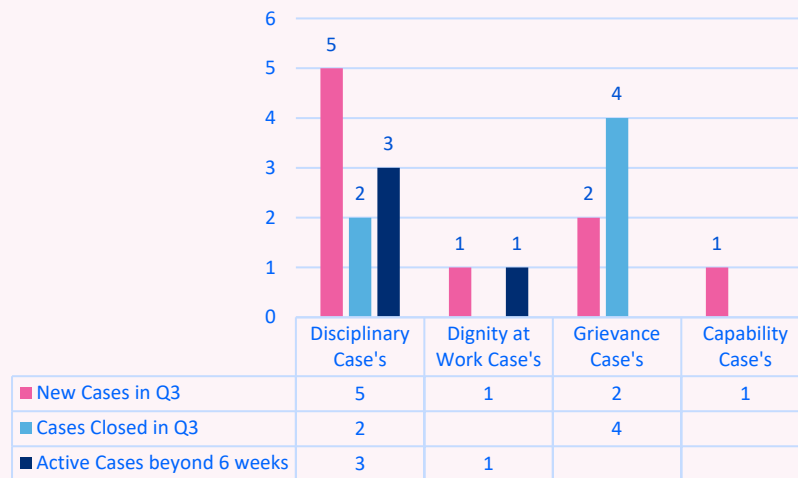
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



FESTIVE ABSENCE

Over the 8 key dates during festive, sickness absence was 12.28%. Out of the 8 key dates, Monday, 2nd January saw the highest percentage of 14.77%.

Overall the New year period was 3.68% higher absence rate than the 4 key days at Christmas.

HIGHLIGHT:

Work is ongoing to incorporate early resolution cases and reporting on Trade Union attendance at meetings.

Inclusive Culture

Quarterly Highlights

- As anticipated due to the removal of Covid Special Leave provisions combined with the Winter trend the overall sickness absence % has increased over the last quarter and is currently at the year end (December) sitting at 10.45%.
- It should be noted that in comparison to last year (December 2021) we ended the year at 17.16% inclusive of Covid related absence. Although an increase in the quarter it is still significantly improved compared to 2021.
- Cough, cold and flu incidences have increased over the quarter. In December alone 153 individual episodes of cough, cold and flu were recorded for staff.
- Mental Health related absence has increased slightly over the quarter and we continue to support and encourage staff to utilise the wellbeing services on offer ie EAP and Thrive. Additionally a video promoting Mental Health First Aiders has been launched on the intranet and in Team Talk.
- In the last quarter Employee Relations have been engaged and supporting Phase 2 Shift Review Exercise and at the end of December 2022 70% off Senior Charge Nurses and Team Managers had accepted a new rota.

Quarterly Activity

- Review of Attendance Management Improvement Plan for 2023/2024 in conjunction with Service Delivery and Wellbeing Team Managers.
- Actively reviewed and responded to the Once For Scotland Consultation on Work-Life Balance Policies ensuring practical feedback and recommendations were included.
- Wellbeing and People Manager job description developed and evaluated, advertised and successfully shortlisted.
- Wellbeing Activities continue to be a focus with wellbeing advent calendar events throughout the month of December for all staff.
- Tier 3 system implementation progressed to initial test phase. All teams have been actively contributing to new intranet content in support of tier 0 self service information.
- Full review of Redeployment process that underpins policy to ensure consistency of application and improved guidance for managers.
- Disability Confident Steering Group established.
- Active engagement at a national level on industrial action planning and creation of local industrial action contingency group
- Much activity has been supporting shift review implementation including steering group, individual grievance meetings which is evident in the figures for completion.