

**NHS 24
BOARD MEETING**

**25 FEBRUARY 2021
ITEM NO: 11.2
FOR ASSURANCE**

**QUARTERLY WORKFORCE PERFORMANCE REPORT
(Quarter 3 October - December 2020)**

Executive Sponsor:	Interim Director of Workforce
Lead Officer/Author:	Interim Director of Workforce
Action Required	The Board are asked to note the workforce performance report
Key Points for this Committee to consider	This report is the quarterly workforce performance report to Board Committees and the NHS Board. This report contains high level workforce information for governance purposes with more detailed reporting (weekly/monthly) of key measures to operational management teams.
Governance process	The Workforce Report is presented to the Executive Management Team prior to its presentation to Committees and the Board.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	Information on our workforce allows NHS 24 governance committees to make informed decisions, which support achieving a healthy culture, creating capacity, capability and confidence in our people and teams. NHS 24 is required to evidence performance against the Staff Governance Standard.
Key Risks	Any risks identified with our workforce performance will be considered as part of the Strategic Planning Resource Allocation (SPRA) process and will be monitored through our Strategic and Corporate Risk Registers.
Financial Implications	Currently, there are no financial implications to highlight.
Quality and Diversity	NHS 24 has noted the emerging data on the impact of COVID-19 on BAME health and care workers. NHS 24 is continuing to work with emerging data and advice and are currently taking forward a request from Scottish Government to strengthen our engagement with our BAME workforce.

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 of October - December 2020 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. The Executive Management Team has considered and agreed a programme of work to enhance our approach to workforce planning, reporting and reviews of our internal establishment control groups and procedures.
- 3.2 The NHS 24 Workforce Plan is monitored on an ongoing basis. Weekly and monthly reports are produced for operational management purposes. A comprehensive report is provided quarterly to Board Committees and the Board for the purposes of assurance against the Staff Governance Standard.

4. Commentary on the Workforce Report

4.1 Recruitment

HR Business Support (HRBS) continue to support the high volume recruitment of Call Takers for the Redesign of Urgent Care (RUC). The Nurse Practitioners who started with NHS 24 during October/November were trained to support Call Handlers in the RUC and the 111 service.

We are sourcing temporary Clinical Supervisors via the NES portal to support the COVID-19 temporary Call Operators, it is expected these will be a mix of Nurse Practitioners and GPs.

We recruited 8 Immunisation Nurses on Bank contracts to support the flu vaccination programme.

The Mental Health Hub Nurse Practitioners and Psychological Wellbeing Practitioners are progressing through pre-employment checks to start early in the New Year.

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Conditional offers of employment will be made to speed up the recruitment process, and the Recruitment and Core HR teams will work to move these to unconditional as soon as possible.

4.2 Absence

The absence information included in the absence graphs on page 12 present an average quarterly figure. Sickness absence for the month of December was 7.59% which was an increase from November (6.32%). Operational absence reports detailing absence percentages on a monthly basis by location and cohort continue to be distributed across managers in NHS 24.

The overall sickness absence figure does not include absence due to COVID-19 which is reported separately. The absence percentage for quarter 3 as a direct result of COVID-19 related reasons was 5.35%. The highest proportion of COVID-19 related absence was 'Test and Protect' (2.37%) followed by 'Self displaying symptoms – self isolating' (1%) and COVID positive (0.86%). It is anticipated that during January we will see an increase in those absent due to underlying health conditions and the requirement to shield.

4.3 Flu Vaccinations

The Flu Vaccination Programme for NHS 24 staff commenced on 28th September 2020 and ran until December 2020 with mop up clinics running where required in January 2021. To date 68% of staff have had a flu vaccination. A report on final numbers will be developed in due course.

4.4 Turnover

Due to COVID-19 and the Redesign of Urgent Care, NHS 24 has recruited temporary staff on fixed term contracts to help support the demand on our services. A number of fixed term contracts for this staff group have ended which has contributed to a high proportion of our overall leavers in both Q2 (43%) and Q3 (26%).

Excluding the temporary staff the highest number of leavers in Q3 were from the call handler (25 leavers) and nurse practitioner (6 leavers) cohort.

4.5 Employee Relations

The Employee Relations Team continue to work with managers to progress attendance management cases. The team also continue to deliver and support the Once for Scotland Attendance Management Policy training of which all managers require to have completed by end of March 2021

In respect of case management The Employee Relations Team have worked hard with managers and staff to progress cases more efficiently and have been able to conclude 18 cases between October and December. The

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additional admin support which has been available to the ER Team has contributed significantly to this.

4.6 Statutory and Mandatory/ Essential Training

To establish clarity on the statutory and mandatory training needs for NHS 24 staff, work has begun to engage key stakeholders in initial discussions. The aim of this work is to develop a clear view of training needs, in alignment with organisational and skill set requirements, and with national Once For Scotland developments in content design and approach. A paper on the Essential Clinical Modules will be presented at January's Clinical Education Guidelines Group to seek agreement on a revised approach to encourage completion and support clearer reporting.

4.7 Appraisal

Training sessions on Effective Appraisal were paused over the festive period but have been scheduled to run weekly from January 2021 onwards. Resources have been developed and shared with all line managers, with a dedicated resource page available on Turas Learn.

The agreed target for the organisation is that all eligible staff should have agreed PDP items, Objectives and a signed off Appraisal discussion recorded in Turas Appraisal at least once every 12 months. As the report reflects compliance on a rolling basis, the completion figures fall when appraisals are more than 12 months past sign off. Directorate reports detailing the status of each staff members are circulated on a monthly basis

4.8 Everyone Matters Pulse Survey

The national Everyone Matters Pulse Survey was completed by staff within NHS 24 from 2 September until 23 September 2020. Whole board and Directorate reports containing the quantitative data were received on 19 October 2020. The qualitative reports were provided on 4 and 8 December 2020. The findings are provided in Tables 8-14 in descending order.

A comparison with the responses to the eight iMatter questions from 2019 is provided. The colour coding of green is attributed to the 'Strive and Celebrate' category in iMatter and is the highest category.

The Office for National Statistics questions were introduced in 2020 in this Pulse Survey, therefore previous years are not available for comparison purposes. For the first 3 questions, the options were Low, Medium, High and Very High and it can be seen that two questions were rated Medium and one was rated high. The Anxiety question is rated Very Low, Low, Medium and High. The lower the response, the more positive the result. This has been rated Low.

An action plan for improvement areas will be developed and provided as part of the Remobilisation Plan.

5. ENGAGEMENT

- 5.1 Appropriate engagement has taken place with relevant managers from across all Workforce functions, Service Delivery and Finance.

6. FINANCIAL IMPLICATIONS

- 6.1 Currently, there are no financial implications to highlight.

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List of the metrics included in the current report:

No.	Metric	Details	Comments
	Summary of Establishment	<ul style="list-style-type: none"> · Current Staffing level, headcount · Pyramid representation of headcount and FTE 	
1.	Staff in Post	<ul style="list-style-type: none"> · Headcount & FTE (Previous 8 quarters) · Headcount by Directorate and by contract type (Permanent, Fixed Term, Agency, Secondments, Internal Secondments) 	Non-Executive Directors are not included in the Headcount by Directorate and Contract Table
2.	Recruitment	<ul style="list-style-type: none"> · Recruitment by Region · Posts advertised by Directorate · Headcount of New starts and leavers 	Posts advertised are based on the number of adverts not FTE.
3.	Organisational Profile	Staff Profile by: <ul style="list-style-type: none"> · Religious Belief · Sexual Orientation · Disability · Ethnicity · Age · Gender 	
4.	Absence	<ul style="list-style-type: none"> · Includes absence rate for the quarter in comparison with trends for previous two years · Absence breakdown by Directorate for the previous 5 quarters · Sickness Absence Term – Working hours lost by Short term and Long term absences for the previous 5 quarters · Sickness Absence Term – Number of Instances by Short term and Long term absences for the previous 5 quarters · Top five absence reasons for previous 5 quarters · Quarterly Covid-19 Absence Reason 	
5.	Turnover	<ul style="list-style-type: none"> · Current turnover rate with trends for previous years · Breakdown by age band 	Please note that any centres with no turnover have been suppressed.

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		<ul style="list-style-type: none"> · Stability Index - A stability index indicates the retention rate of employees with over one year service · Breakdown by grade · Monthly Turnover % comparison · Breakdown by average length of service · Turnover by location 	
6.	Employee Relations	<ul style="list-style-type: none"> · No. of staff on Redeployment and average time (in months) on redeployment · Redeployment- Gender · No. of staff Currently on Pay Protection · Reasons for being on Redeployment Register · Current Number of Active Cases · Number of Cases Opened and Closed within Quarter 	
7.	Training	<ul style="list-style-type: none"> · Mandatory and Essential eLearning modules · Essential Clinical modules · Appraisals 	
8	Everyone Matters Pulse Survey	<ul style="list-style-type: none"> · Response Rate · Office of National Statistics Wellbeing Questions · iMatter Questions 	

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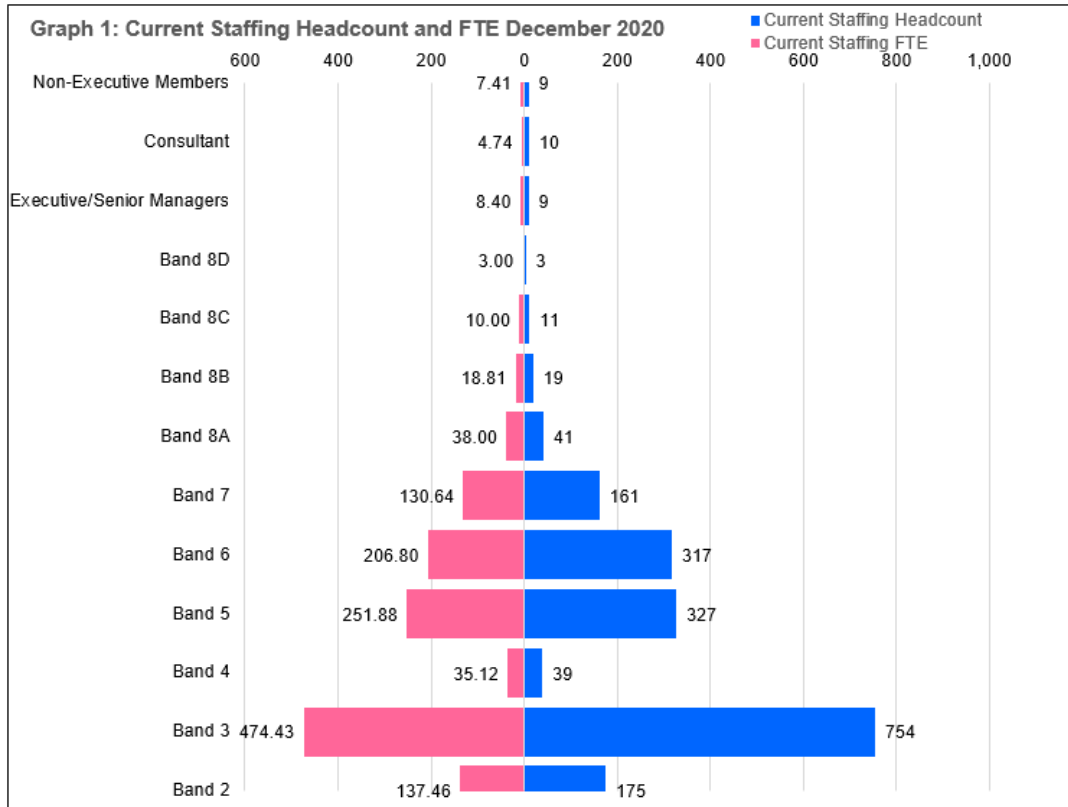
Summary of Establishment

Table 1: STAFFING	Budgeted WTE	Current Staff as at 31/12/2020		Variance against Budgeted WTE 2020/21
		31-Dec-20		
	Agreed WTE	Current Staffing Headcount	Current Staffing WTE	Established WTE
Total Nursing Staff	431.00	374.00	257.30	-173.70
Total Other Clinical Staff	53.53	89.00	42.45	-11.08
Total Call Handlers*	791.00	725.00	449.51	-341.49
Total Other Non-Clinical Frontline	493.39	463.00	318.20	-175.19
Total Business & Administrative	273.32	299	271.86	-1.46
Total Staff	2042.24	1950.00	1339.32	-702.92

Primary Care Triage, Mental Health Hub, Covid-19 and RUC staff have been included within these figures.

*Total Call Handlers include call handlers working in both the 111 Service and Primary Care Triage.

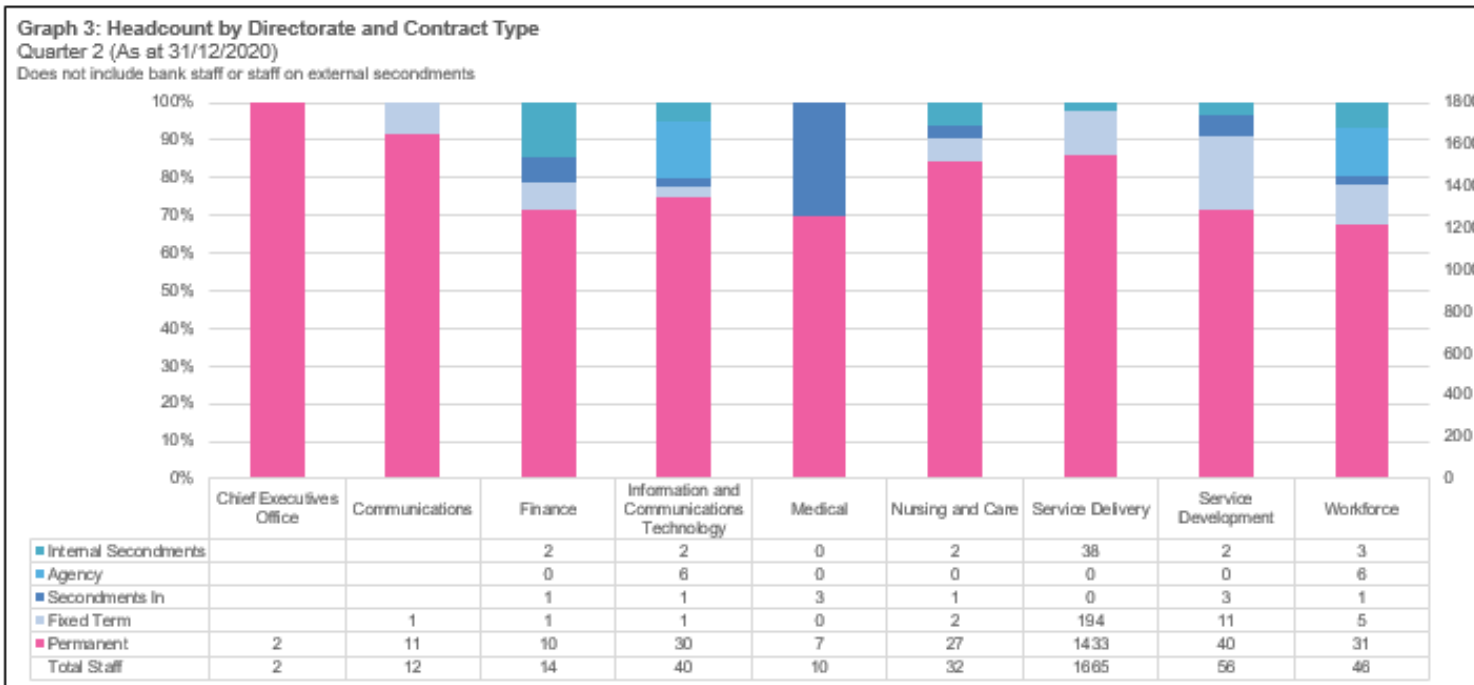
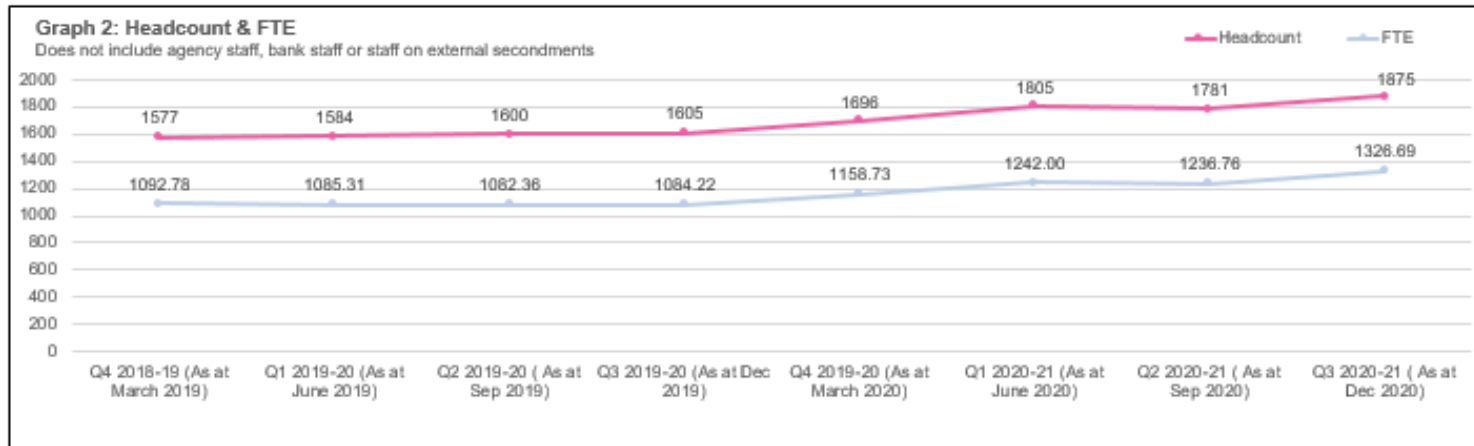
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1. Staff in post

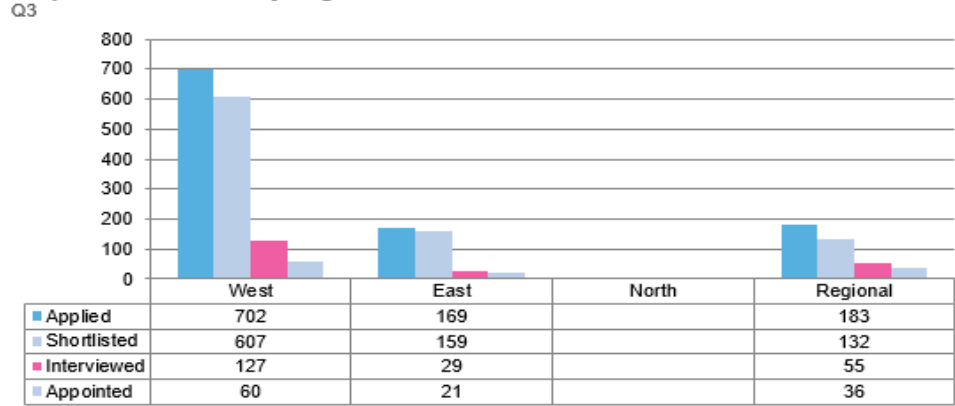
Staff in post figure includes staff on maternity leave. These charts do not include staff on career breaks or on secondment out of NHS 24 (as at 31st December there was 1 staff member on a career break and 9 on an external secondment).

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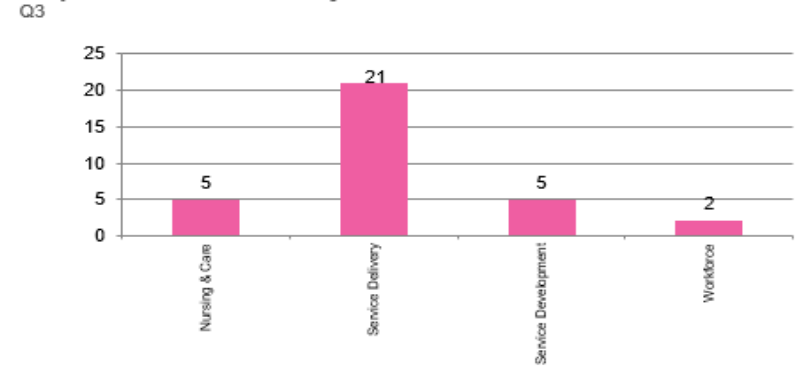


2. Recruitment

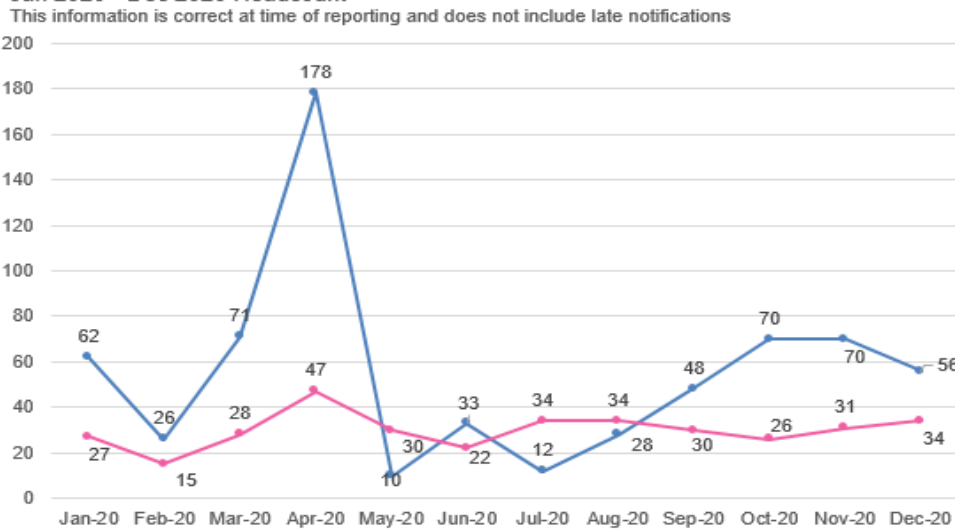
Graph 4: Recruitment by Region



Graph 5: Posts advertised by Directorate



Graph 6: New Starts and Leavers
Jan 2020 - Dec 2020 Headcount

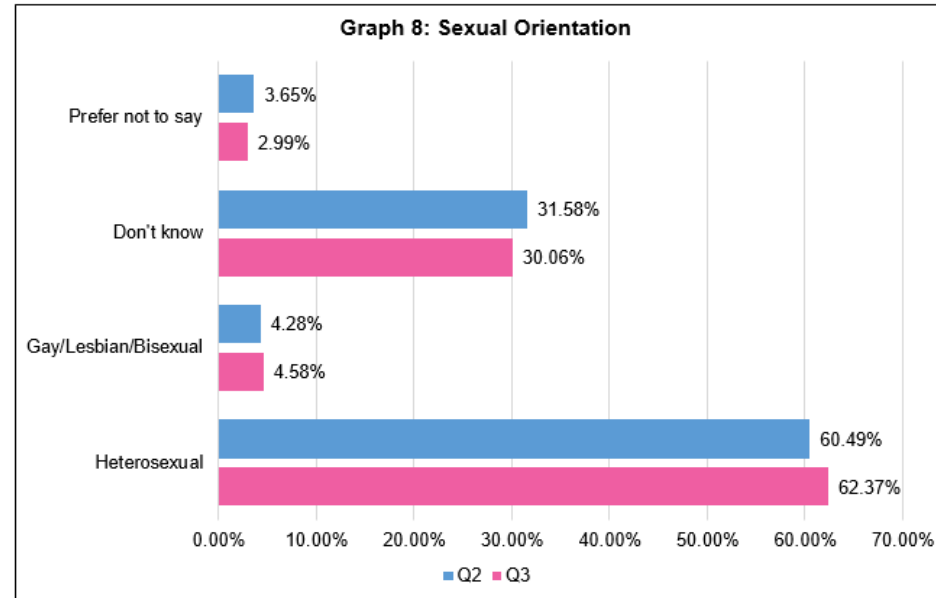
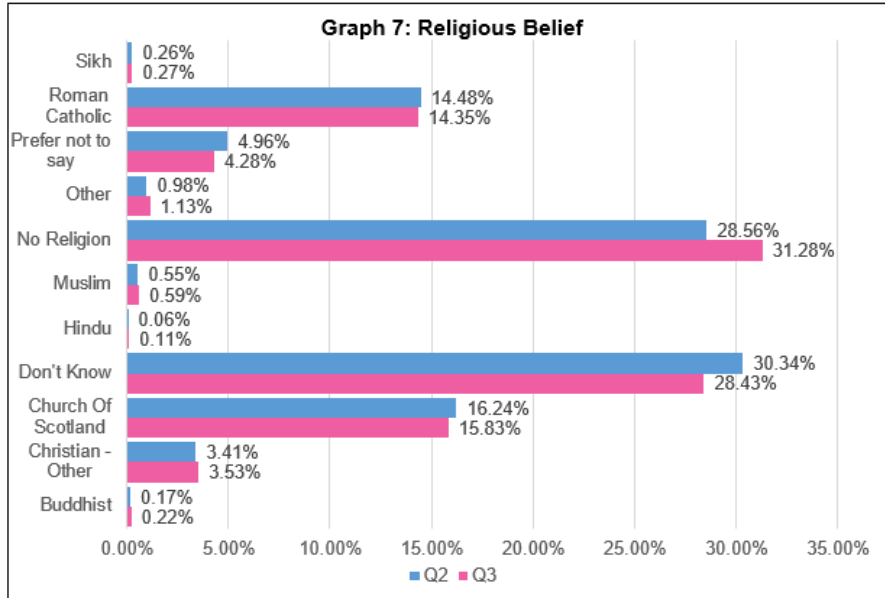


Note:

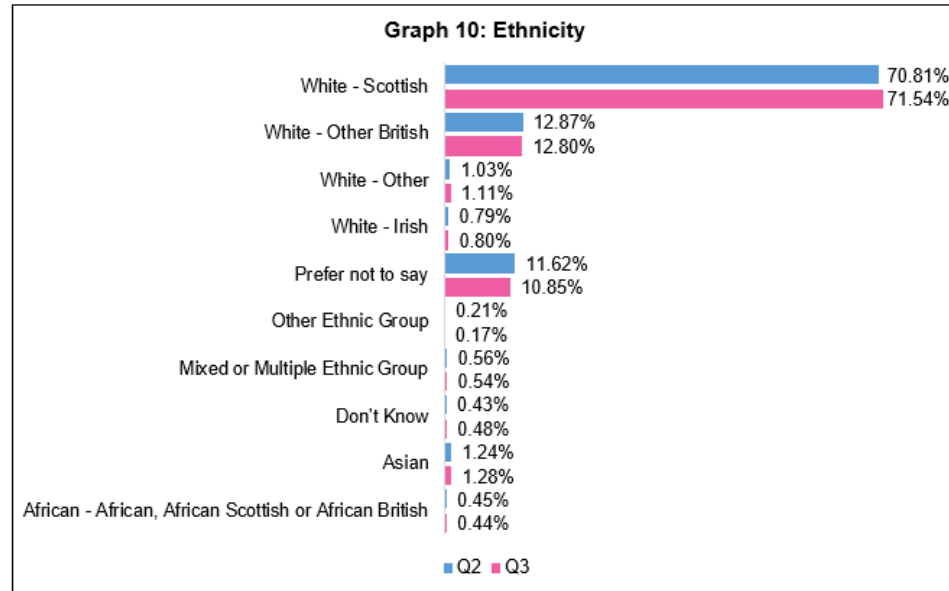
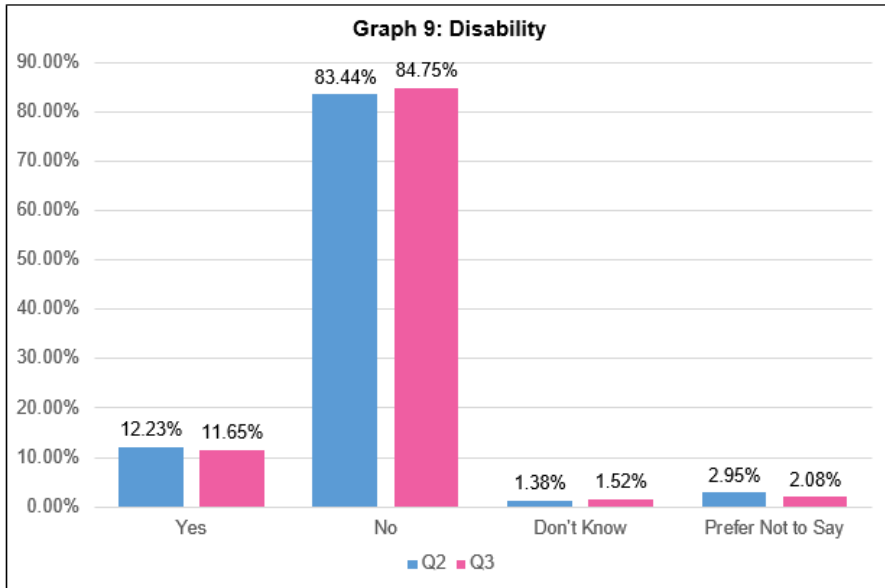
Regional is used when we are recruiting to more than one of the Main Centres - Cardonald, Clyde, East or North. This is predominantly used for Service Delivery and Service Development when the vacancy can be for all or a combination of the Regional Centres, rather than just for one of them.

3. Organisational Profile

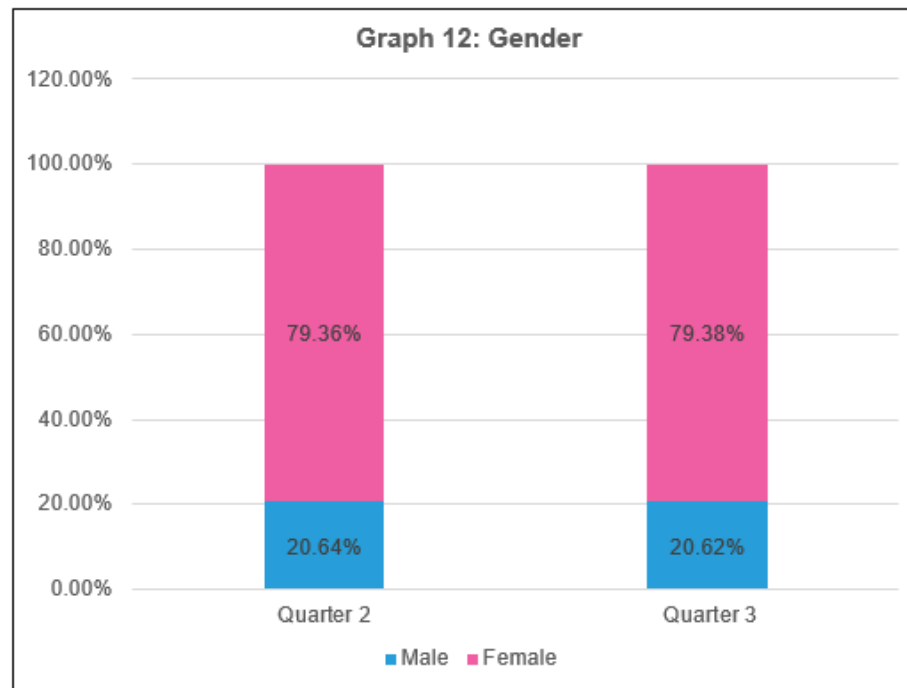
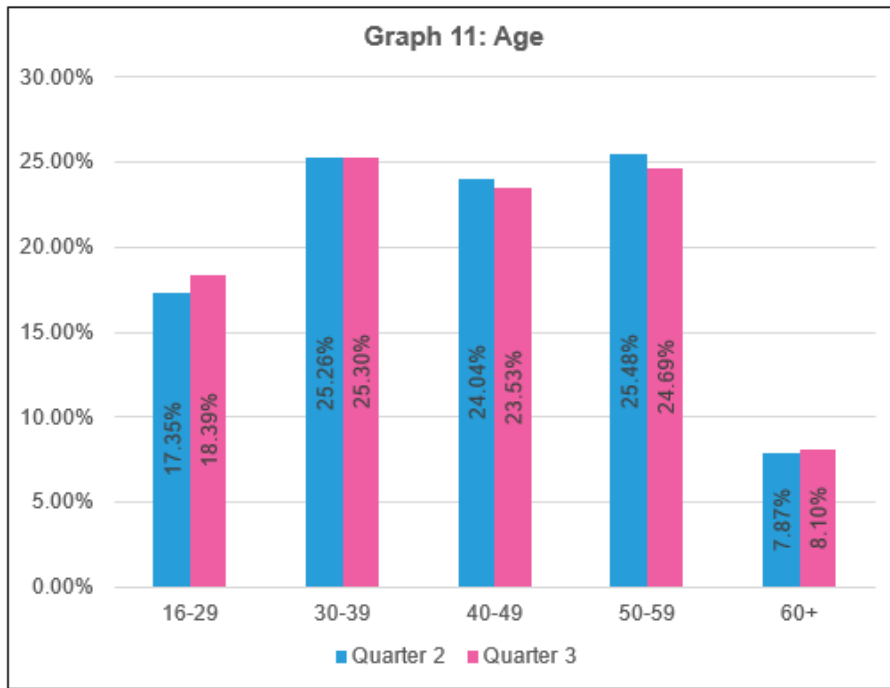
Please note that the graphs below do not contain Secondments In, Bank staff or Agency.



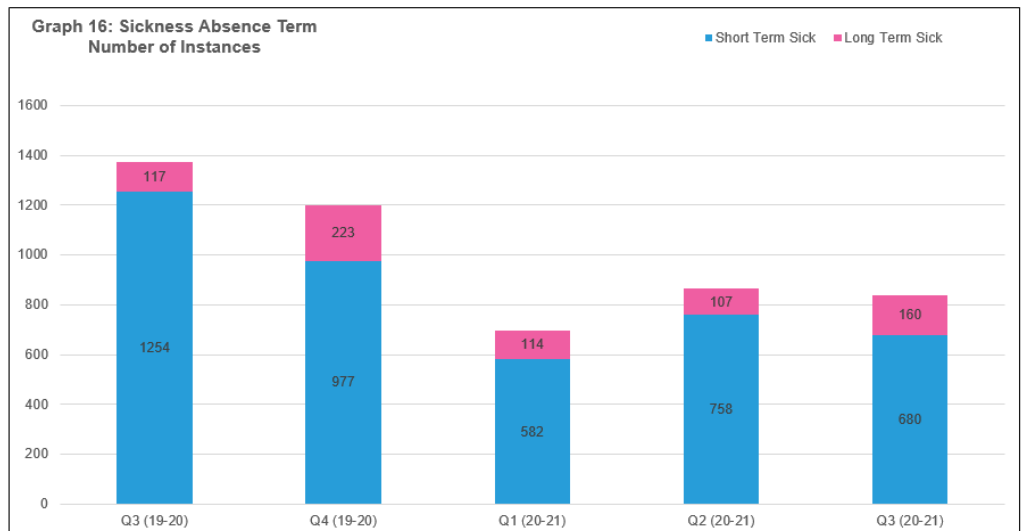
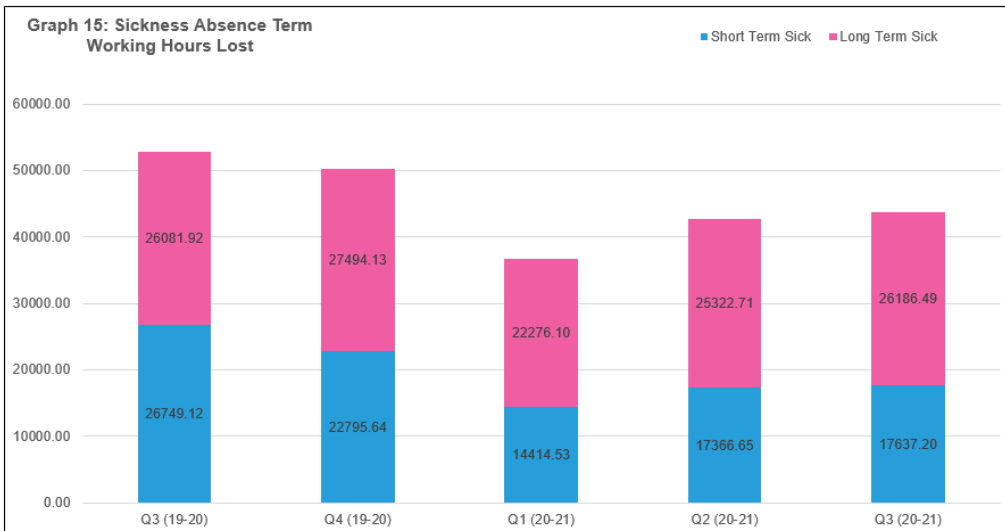
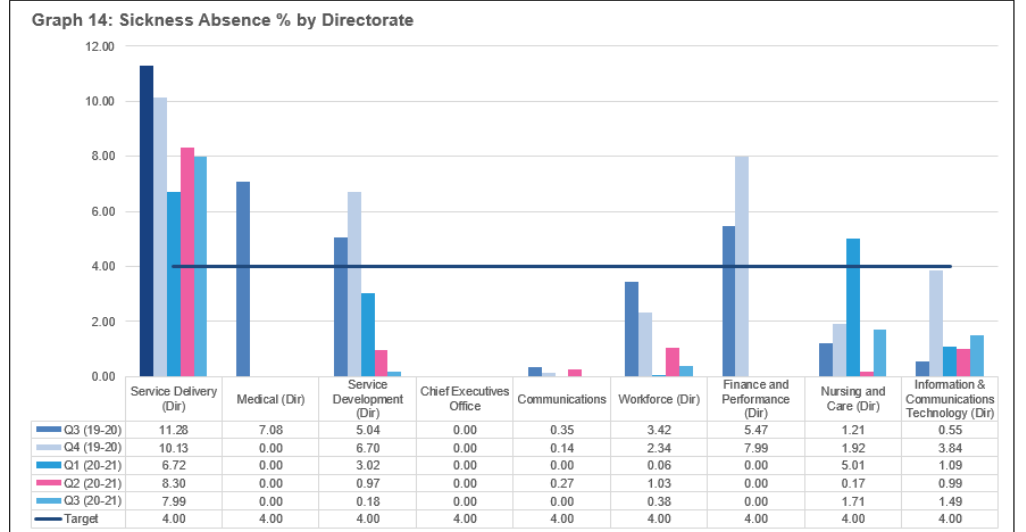
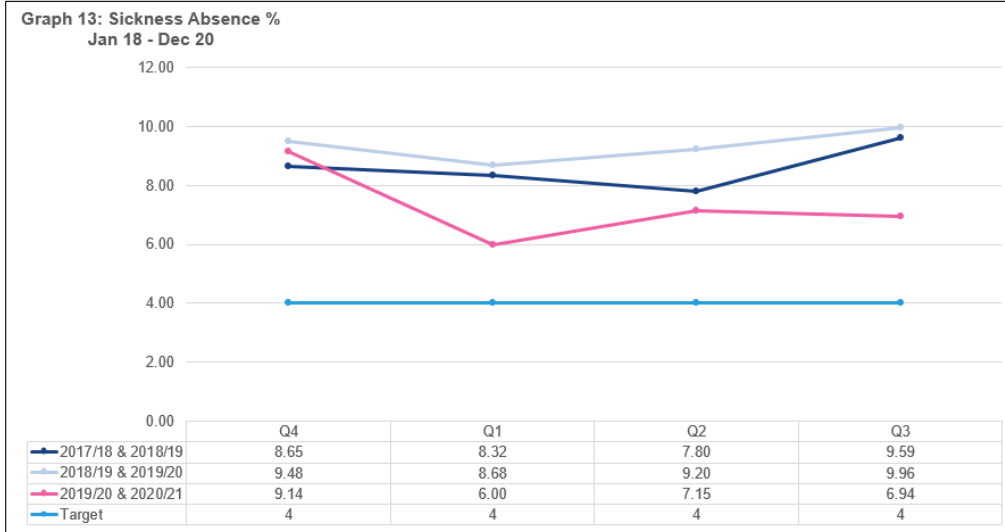
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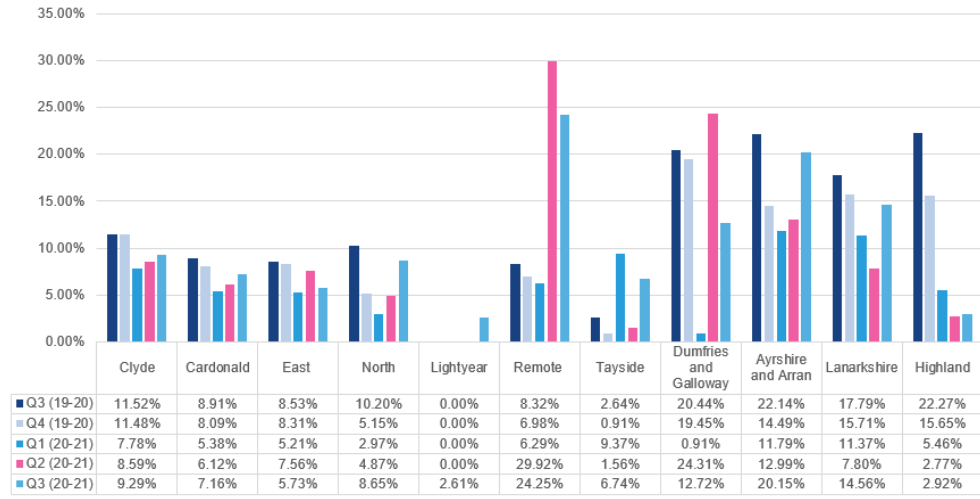


4. Absence

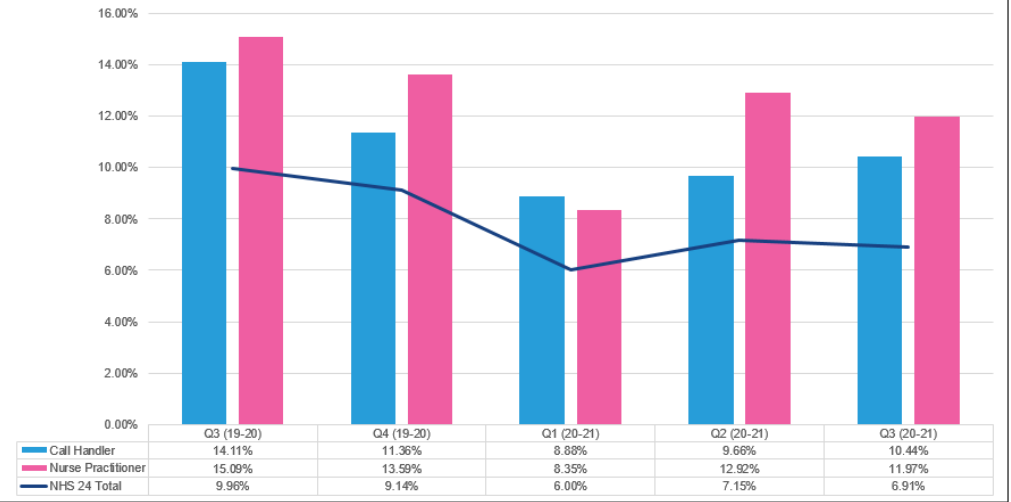


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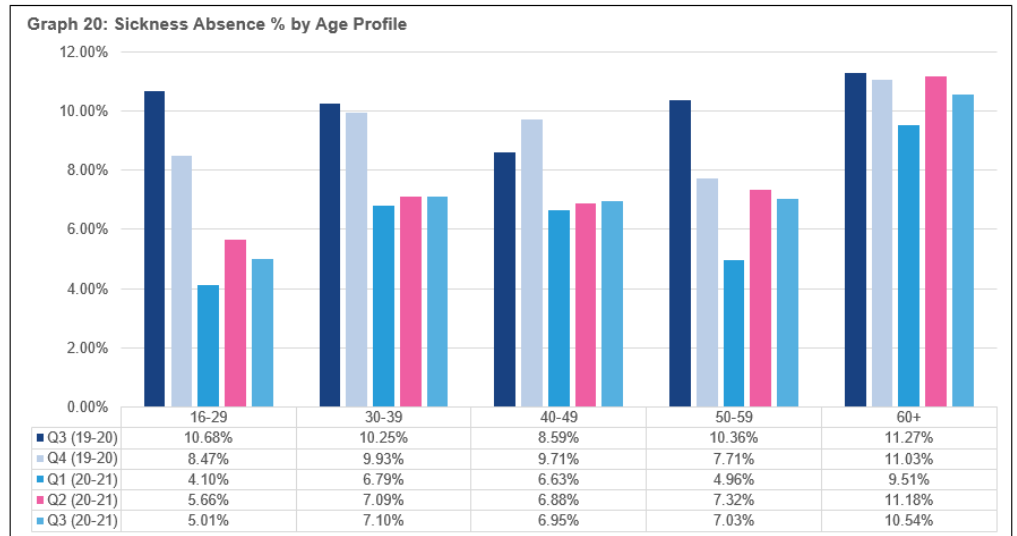
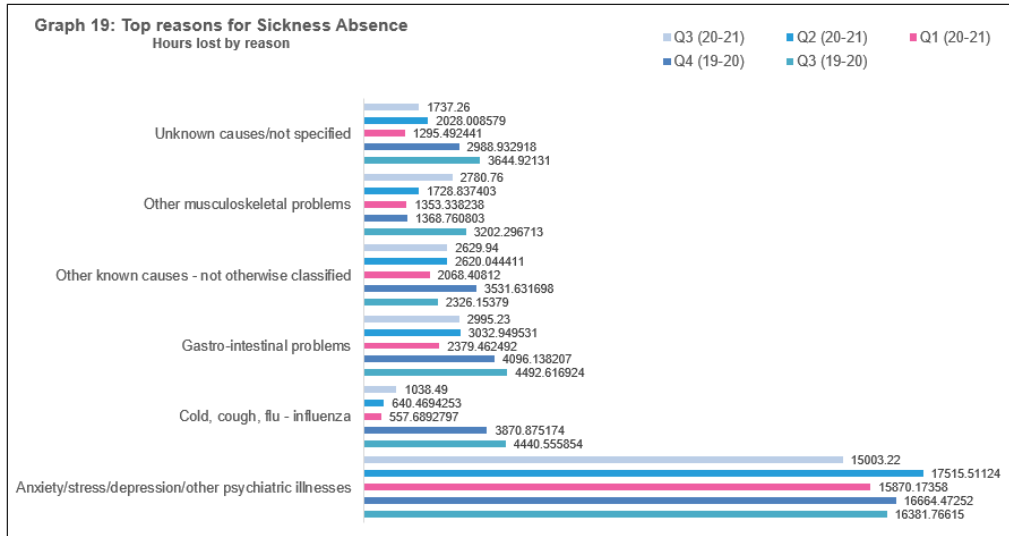
Graph 17: Sickness Absence % by Location



Graph 18: Sickness Absence % by Call Handlers and Nurse Practitioner



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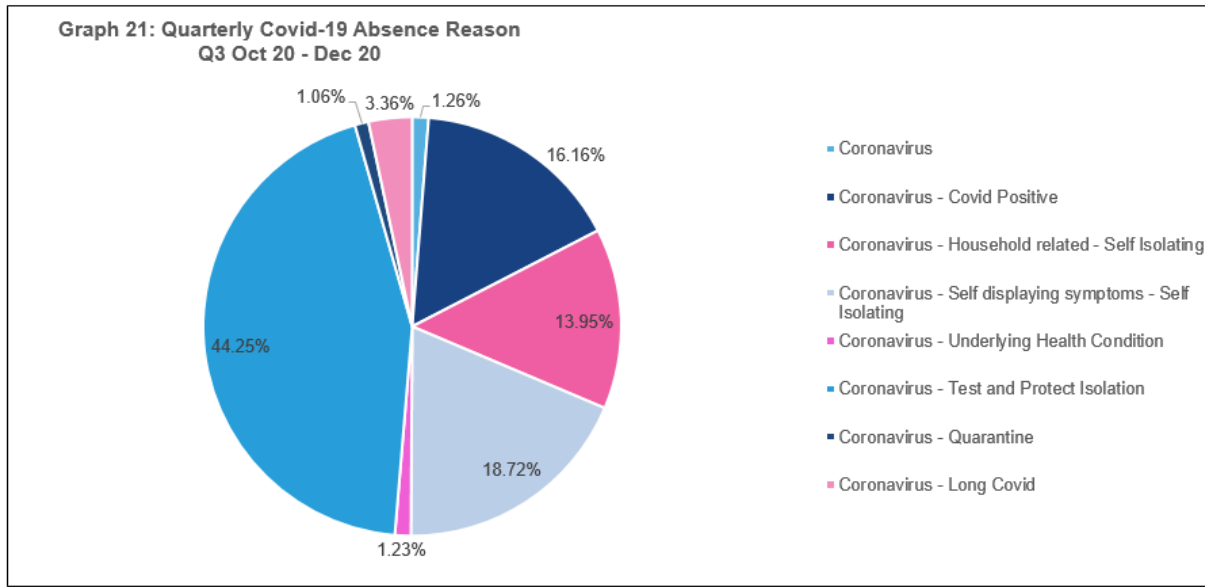
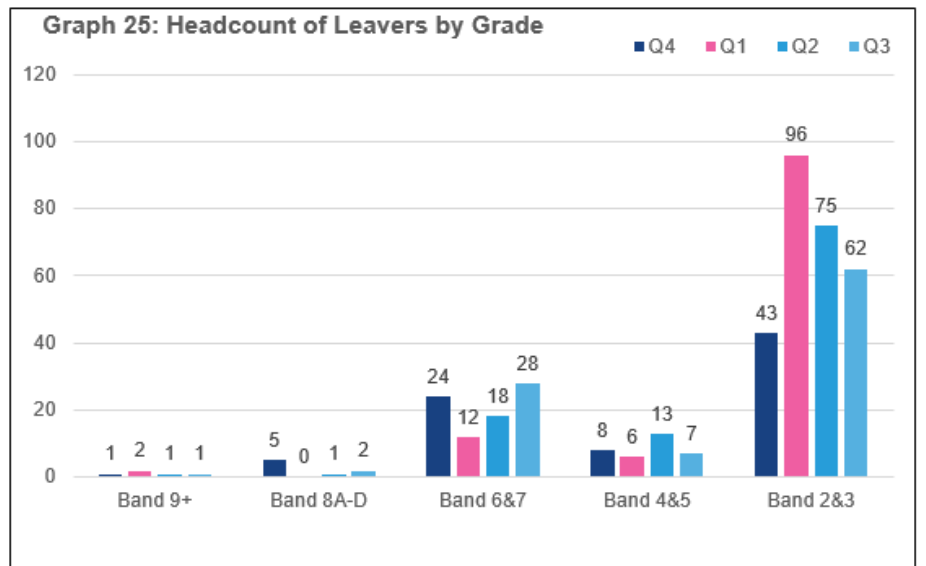
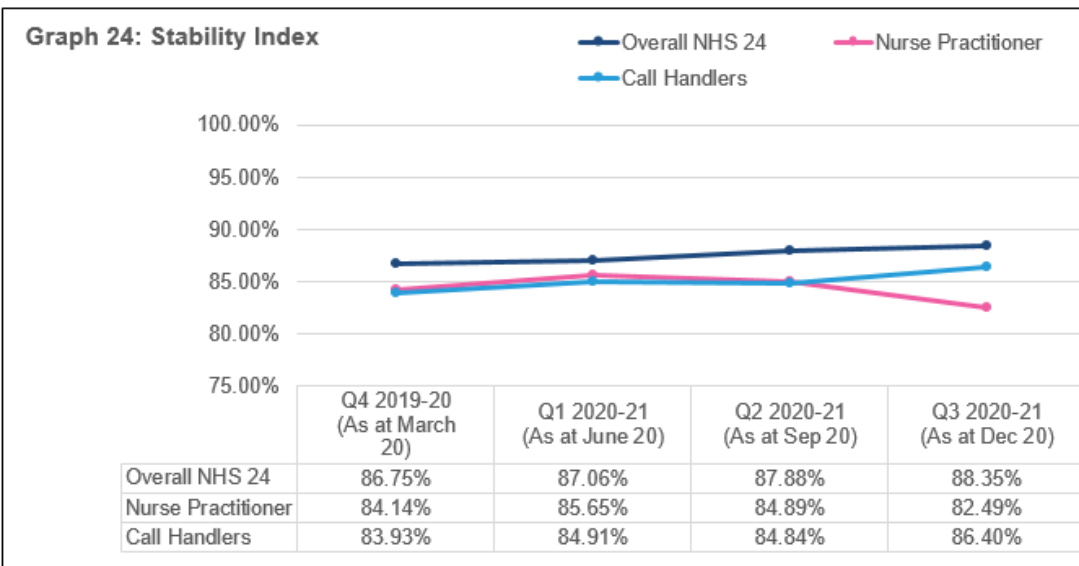
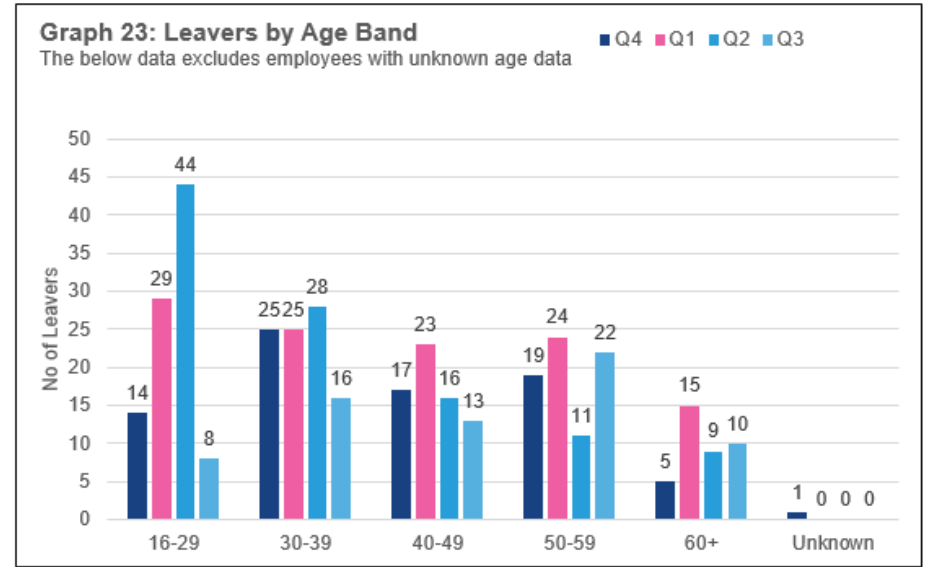
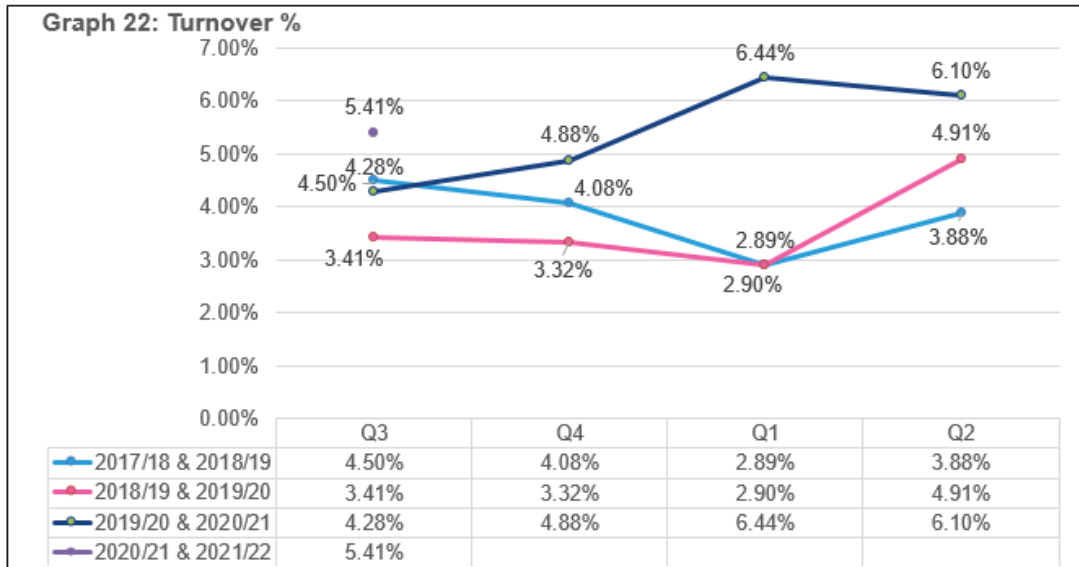


Table 2	October - December	December
Coronavirus	27	7
Coronavirus - Covid Positive	63	25
Coronavirus - Household related - Self Isolating	316	110
Coronavirus - Long Covid	19	18
Coronavirus - Self displaying symptoms - Self Isolating	437	160
Coronavirus - Underlying Health Condition	5	3
Coronavirus - Test and Protect Isolation	413	68
Coronavirus - Quarantine	13	1
Total	1293	392

The Covid-19 Absence Reason breakdown for October – December 2020 can be found in the above table. The table shows the number of instances for the quarter and for December to show the monthly breakdown.

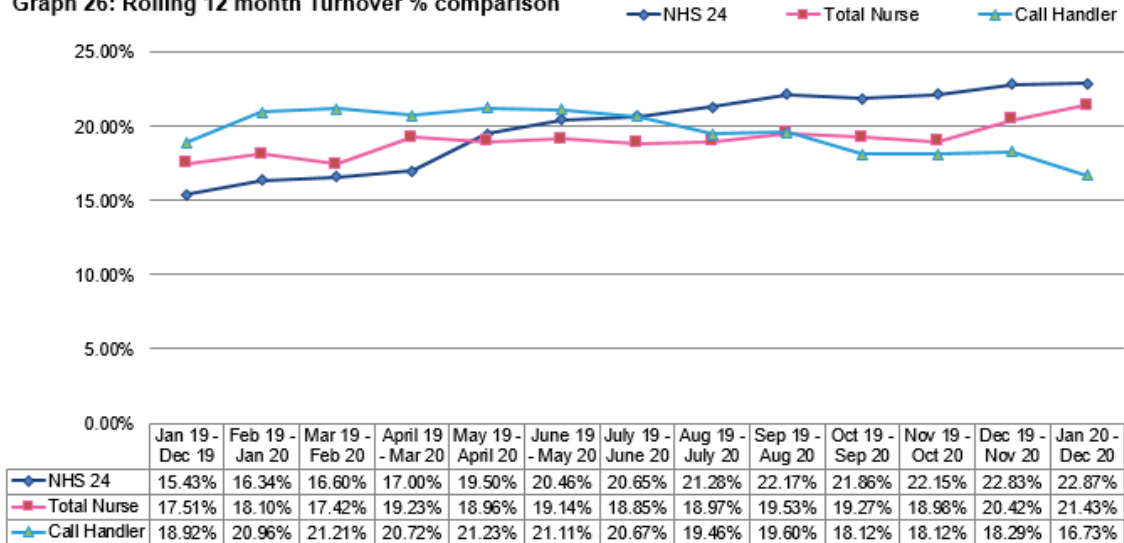
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5. Turnover

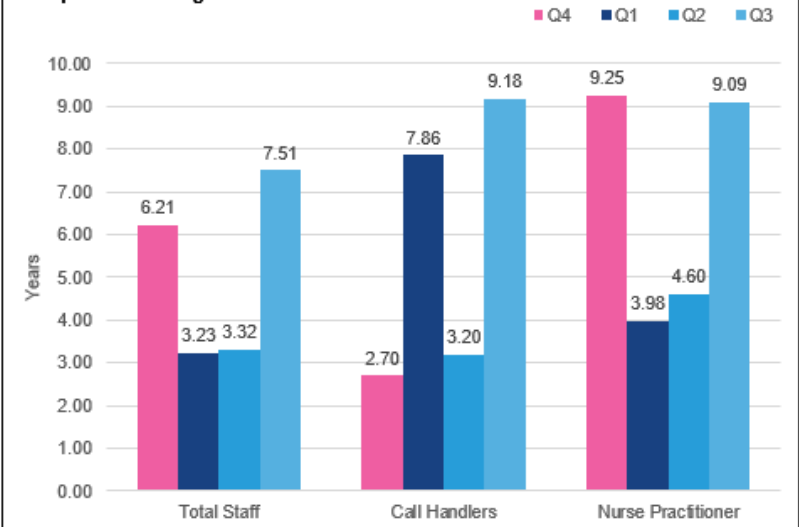


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Graph 26: Rolling 12 month Turnover % comparison

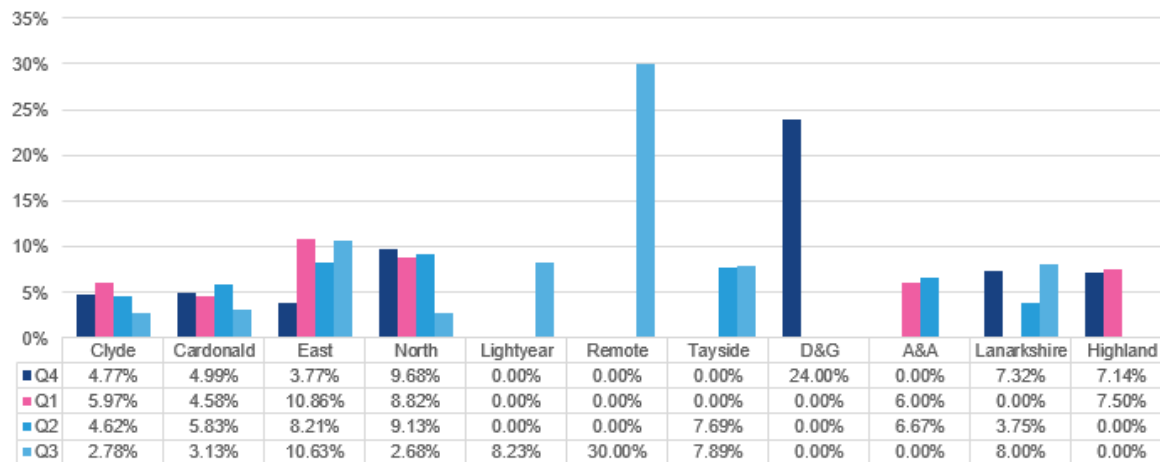


Graph 27: Average LOS of Leavers



Graph 28: Turnover by Location

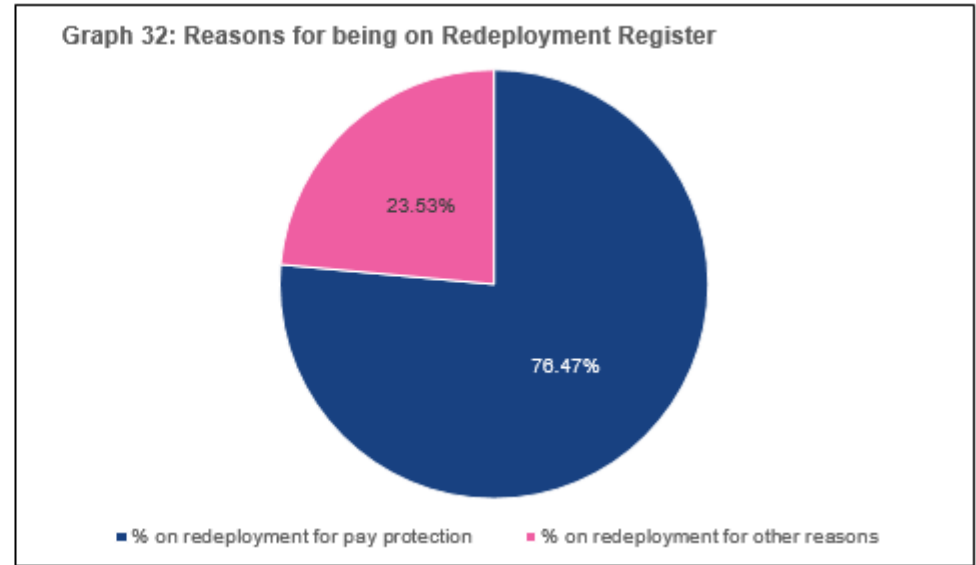
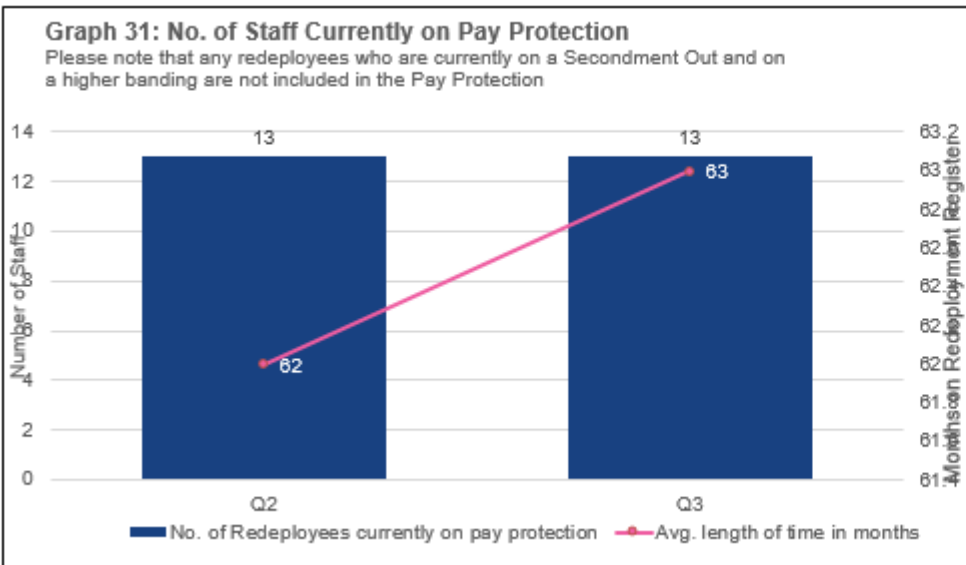
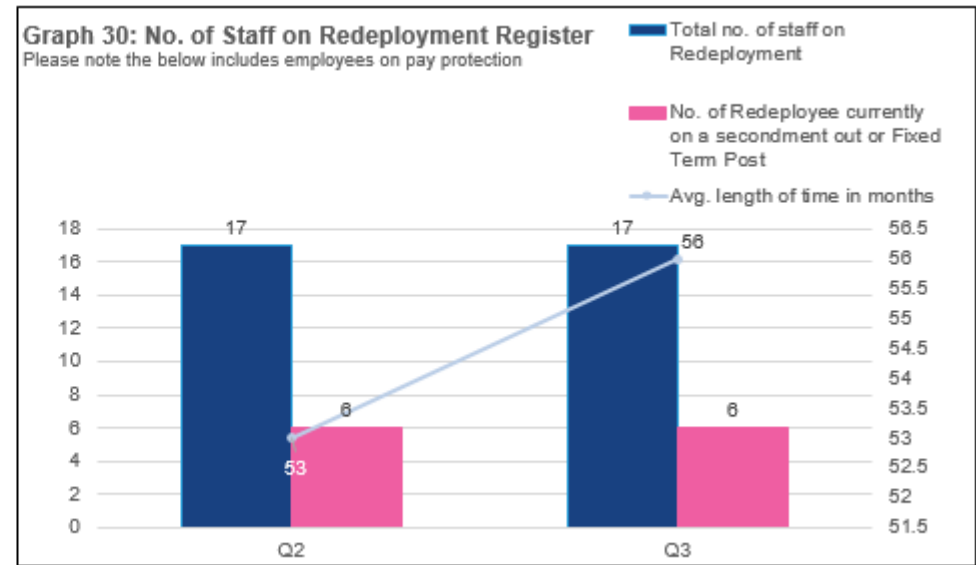
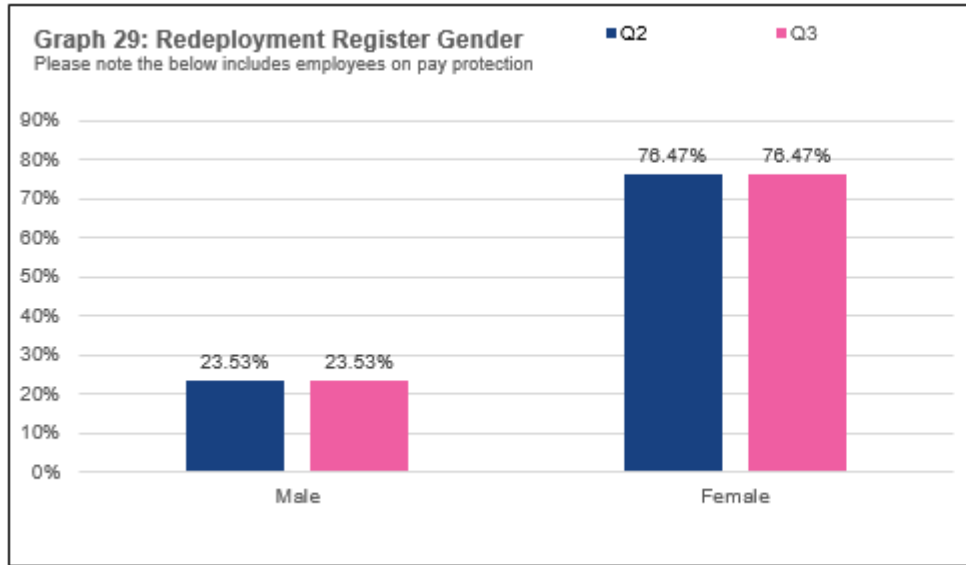
HQ Staff included within the centre they are based



Note:
The turnover by location is calculated by totaling the number of leavers

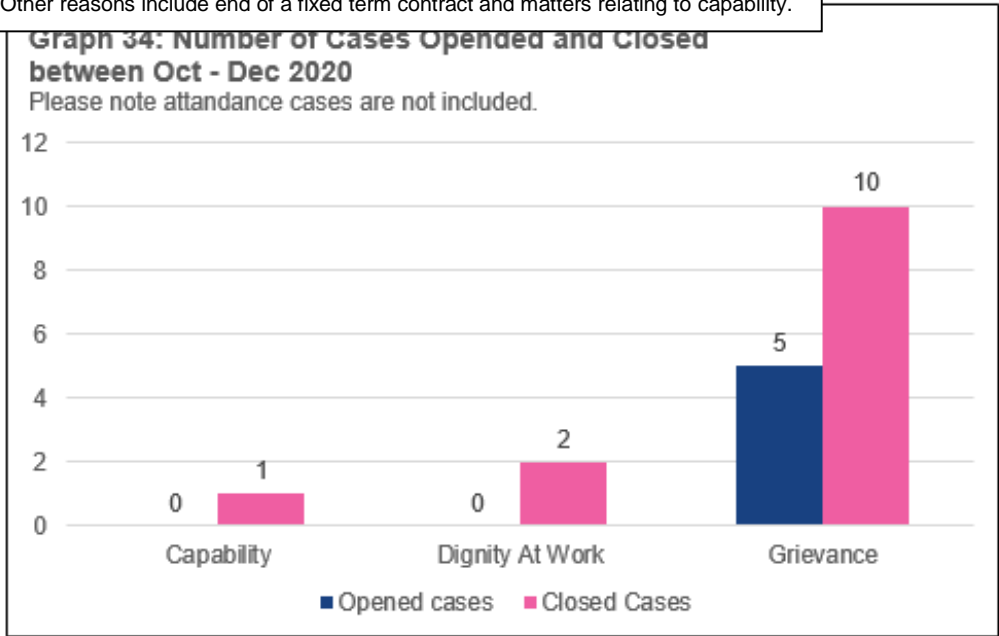
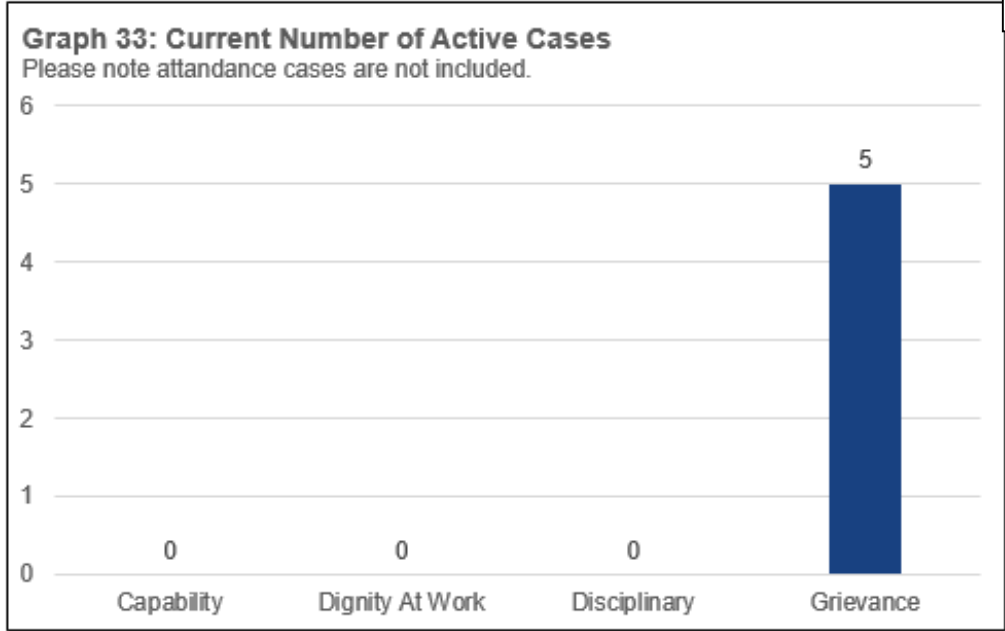
Note:
The stability index formula is the number of employees at period end with one year's service or more/number of employees in post one year ago.

6. Employee Relations



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Note:
Other reasons include end of a fixed term contract and matters relating to capability.



7. Training

Learning and Organisational Development: Training Data

Mandatory & Essential eLearning Modules

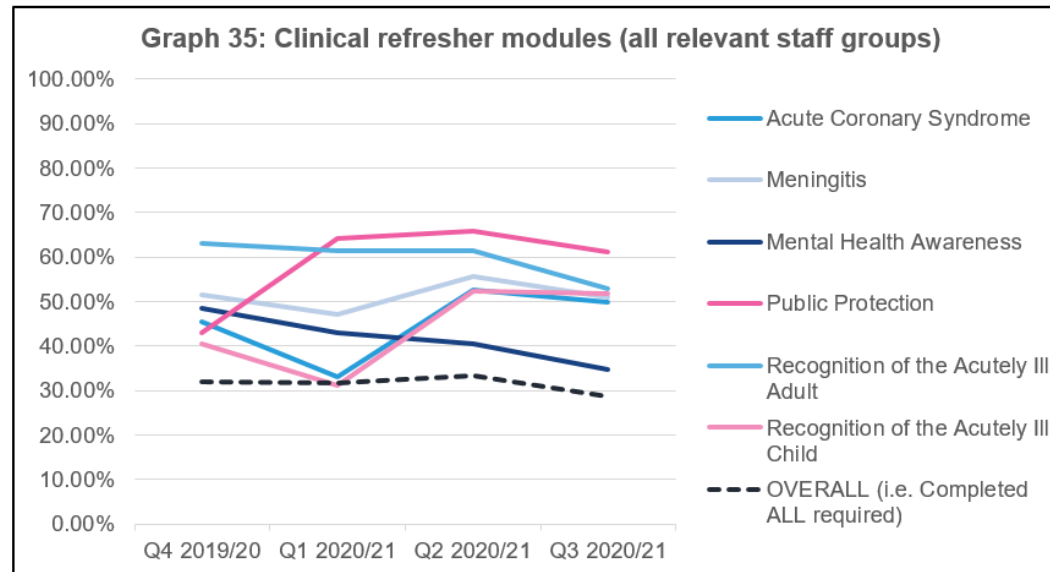
Table 3 <i>% of all NHS 24 staff who are compliant with the requirement to complete mandatory modules every 2 years, as at December 31st 2020</i>	Compliant	Completed but refresher now overdue	Never completed
Health and Safety Awareness	74%	20%	6%
Fire Safety	76%	18%	6%
Office Ergonomics	72%	22%	7%
Safe Information Handling	51%	25%	24%

Table 4 <i>% of all NHS 24 staff who are compliant with the requirement to complete essential modules, as at December 31st 2020</i>	Compliant	Non-compliant
Mental Health Improvement and Suicide Prevention	57%	43%
Public Protection	65%	35%

Essential Clinical Modules

Table 5 <i>% of staff who have completed required annual clinical modules for their skillset, as at December 31st 2020</i>	Public Protection	Mental Health Awareness	Acute Coronary Syndrome	Meningitis	Recognition of Acutely Ill Adult	Recognition of Acutely Ill Child	All modules
Nurse Practitioners	63%	41%	53%	58%	59%	55%	23%
Call Handlers	70%	41%					38%

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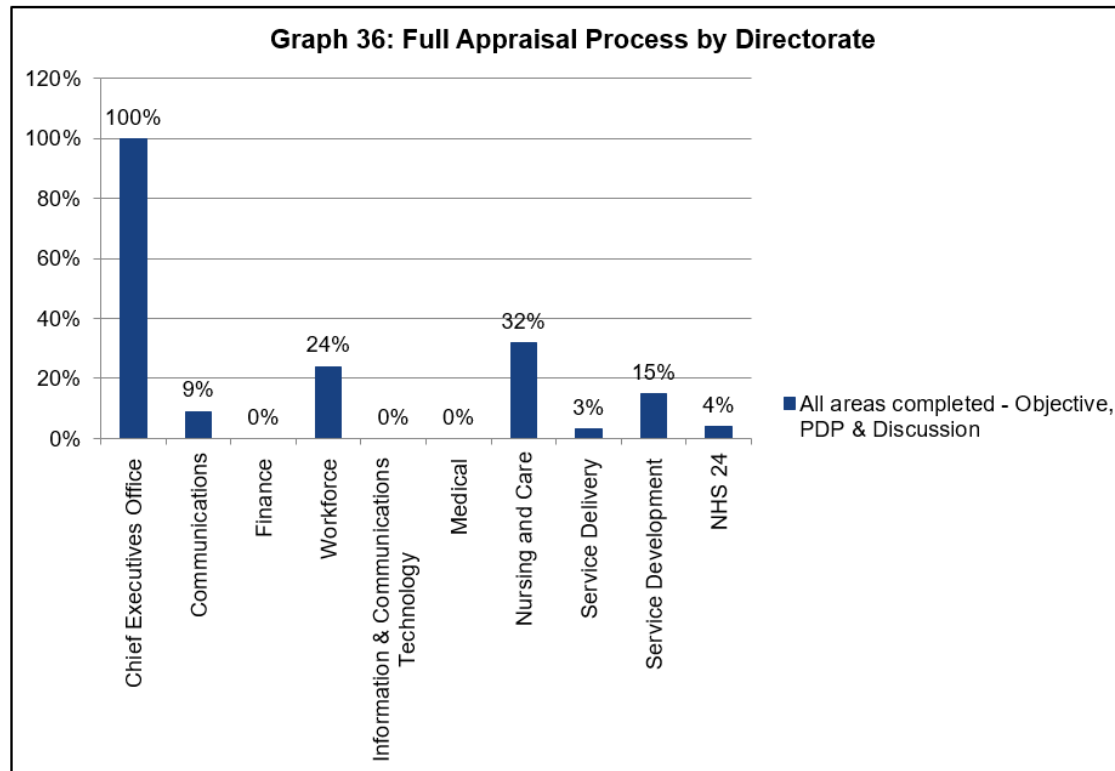
Appraisals

Table 6 <i>% of AfC staff in the business who have had agreed objectives, PDP and appraisal discussions in last 12 months, recorded in Turas Appraisal. The table reflects the percentages of staff who have completed individual elements of the process as well as the full appraisal process, as at 31st December 2020.</i>	Objectives Only	PDP Only	Discussion Only	All areas completed - Objective, PDP & Discussion
	10%	8%	12%	4%

Table 7 <i>Directorate Breakdown</i>	Objectives Only	PDP Only	Discussion Only	All areas completed - Objective, PDP & Discussion
Chief Executives Office	100%	100%	100%	100%
Communications	18%	18%	36%	9%
Finance	0%	0%	0%	0%
Workforce	45%	31%	48%	24%

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Information & Communications Technology	0%	0%	6%	0%
Medical	0%	0%	0%	0%
Nursing and Care	39%	36%	36%	32%
Service Delivery	8%	6%	9%	3%
Service Development	28%	19%	32%	15%



8. National Everyone Matters Pulse Survey

Table 8 Response Rate	
NHS 24	57%
National	43%

Colour Key	
Low	
Medium	
High	
Very High	
Strive and Celebrate	

Table 9 Office of National Statistics Wellbeing Questions:	
The below questions have been rated from the Lowest to Highest on a 10 point scale.	
Question	Response
Overall how satisfied are you with your life nowadays?	6.6
Overall, how happy did you feel yesterday?	6.7
Overall, to what extent do you feel the things you do in your life are worthwhile?	7.3
Overall, how anxious did you feel yesterday?	4.4

Please note for this question, the lower the response the more positive the result. The low is coloured yellow for this question as Nationally the colour code for this has been switched round.

Table 10 iMatter Questions:		
The below questions have been rated from the Lowest to Highest percentage, with the past 2 years for comparison.		
Questions	Response	
	2019	2020
I feel appreciated for the work I do	75%	69%
I feel my organisation cares about my health and well-being	73%	70%
I am treated fairly and consistently at work	80%	74%
I get the help and support I need from other teams and services within the organisation to do my job	73%	74%
I would recommend my organisation as a good place to work	78%	74%
I am treated with dignity and respect as an individual at work	82%	77%
My work gives me a sense of achievement	80%	78%

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I feel my direct line manager cares about my health and well-being	90%	83%
Overall working within my organisation is. (the thermometer question, from 1 = very poor, 10 = very good)	7.21	6.94

Table 11 - Change experienced in the last 6 months		
	NHS 24	National
In the last 6 months, have you experienced change either in your job role or the environment you work in?	65% Yes	73%
	35% No	27%

Table 12 - Change in Work or Personal Circumstances in Descending order			
Please note that figures in red show that NHS 24's figures are lower than National figures. This is regardless of whether less is a negative or positive result.			
Which of the following have changed for you? (select all that apply)	NHS 24 % 681 (44%) respondents out of 1554	National % 61,511 (74%) respondents	Comparison with NHS 24 and National 2020 Scores
Change in Work Circumstances			
Working from home more than usual		42	17
Reassigned to a different role, but still in the same team		14	1
Working at a different location (e.g. different hospital, care home etc.)	10	22	12
Reassigned to a different team	8	15	7
Reassigned to a different Directorate	2	2	0
Reassigned to a different Board	1	1	0
Change in Personal Circumstances			
School age children at home	25	24	1
Providing support for vulnerable relative (living elsewhere)	23	25	2
I have experienced physical or mental ill health (non Covid)	22	15	7
Other Household member Furloughed	17	16	1
Worsening of financial situation (e.g. household member job loss or reduced hours)	16	13	3
Loss of a friend or a relative	13	13	0

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Care responsibilities for another member of the household	12	10	2
Preschool children at home	10	8	2
Shielding at home (because I or other household members are clinically vulnerable)	6	6	0
Staying away from home to protect family	4	3	1
I have tested positive for Covid	2	2	0
I have been furloughed	1	1	0

Table 13 - Work and Personal related worries

<u>Question</u>	NHS 24 %	National %	Comparison between NHS 24 with National results
Thinking about your experiences of work over last 6 months, what are you currently most worried about?	844 (54%) respondents out of 1554	66,631 (80%) of staff answered	
Work related worries			
Excessive workload	21	15	6
Feeling COVID 19 safe in the workplace	19	12	7
IT Support	15	15	0
Returning to the workplace	11	11	0
Covid – 19 and Personal Worries			
Second wave of Covid – 19	34	41	7
Catching covid – 19 myself	28	35	7
The future/The unknown	15	15	0
Personal Health Issues	13	14	1
No worries or concerns	11	7	4
Family Health and Wellbeing	9	10	1

Table 14 - Work and Personal related support

<u>Question</u>	NHS 24 %	National %	Comparison between NHS 24 with National results
Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?	844 (54%) respondents out of 1554	64,334 (77%) of staff answered	
Work related support			

NHS 24 GREEN

Colleagues	30	36	6
Manager	22	19	3
Being able to go to work	21	20	1
Team	17	19	2
Working from home	8	9	1
Nothing at work	7	4	3
Flexible working / Work-life balance	6	6	0
Senior Management	4	2	2
Going to the workplace	3	3	0
Personal Support			
Family	18	26	8
Self-help	16	13	3
Friends	9	10	1