

**NHS 24  
BOARD MEETING**

**10 DECEMBER 2020  
ITEM NO:11.2  
FOR ASSURANCE**

**WORKFORCE PERFORMANCE REPORT (Quarter 2 July - September 2020)**

<b>Executive Sponsor:</b>	Interim Director of Workforce
<b>Lead Officer/Author:</b>	Interim Director of Workforce
<b>Action Required</b>	The Board is asked to note the workforce report.
<b>Key Points for this Committee to consider</b>	This report is the quarterly workforce 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.
<b>Date presented to EMT and relevant Committee</b>	This workforce report had been presented to the Executive Management Team and Staff Governance Committee prior to being presented to the Board.
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>	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.
<b>Key Risks</b>	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.
<b>Financial Implications</b>	Currently, there are no financial implications to highlight.
<b>Quality and Diversity</b>	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 July - September 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 continue to support the high volume recruitment of Call Takers for the Redesign of Urgent Care. The Nurse Practitioners who will be starting with NHS 24 across October and November will be trained to support Call Handlers in both the Redesign of Urgent Care and 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.

13 Dentists have been recruited to support a 6 month temporary test of change within SEDS.

The Mental Health Hub are currently advertising for over 20 WTE Mental Health Nurse Practitioners as well as 2 Senior Charge Nurses and Psychological Wellbeing Practitioners to bring staffing closer to the target establishment.

Recruitment are also supporting the vacancies for a number of corporate support staff arising from both the Redesign of Urgent Care and the introduction of additional locations in the West.

#### **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 September was 7.10% which was a decrease from August (7.47%). 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.

#### **4.3 Flu Vaccinations**

The Flu Vaccination Programme for NHS 24 staff commenced on 28th September 2020. The clinics are being undertaken by a few internal nurses and external nurses recruited to undertake the clinics. The clinics are being offered to all sites including Lightyear, staff based at Ascensos and staff who are homeworking. We have also linked in with NHS Boards in Grampian and our other local centres to provide vaccinations to our staff in these centres. At this time 65.6% of staff have received a vaccination either internally or externally. Weekly stats are provide to the COVID IMT Group and Scottish Government.

#### **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 Q1 (58%) and Q2 (43%). The total number of leavers in both Q1 and Q2 was 98, it's worth noting that although this is an increase from Q4 (70 leavers) when the temporary COVID staff are removed the leavers in Q1 and Q2 reduce to 41 and respectively 56 which is lower than the number of leavers reported for Q3 and Q4.

Excluding the temporary staff the highest number of leavers in Q2 were from the call handler (26 leavers) and nurse practitioner (12 leavers) cohort.

#### **4.5 Employee Relations**

The Employee Relations Team is working with managers to progress attendance management cases. It should be noted that the figure for grievances includes those in relation to the Shift Review. The team are also delivering and supporting the Once for Scotland Attendance Management Policy training of which all managers are required to have completed the training by end of March 2021, with a target of 85% by end of December

2020. As at mid-October 2020, 53.9% of managers had completed either the WebEx or online training.

#### **4.6 Statutory and Mandatory/ Essential Training**

Initial discussions have commenced with key stakeholders to establish the statutory and mandatory training needs for NHS 24 staff. The aim of this work is to develop a clear view of training needs, in alignment with organisational and skillset requirements, and with national Once For Scotland developments in content design and approach.

#### **4.7 Appraisal**

Training sessions on Effective Appraisal continue to run weekly, with a further 27 staff members being trained in the period July to September, totalling 206 over the past 12 months. 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. 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 and the findings from this are provided in a separate agenda item to be discussed.

The second part of the report containing the qualitative data will be received on 20 November 2020.

### **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.

List of the metrics included in the current report:

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

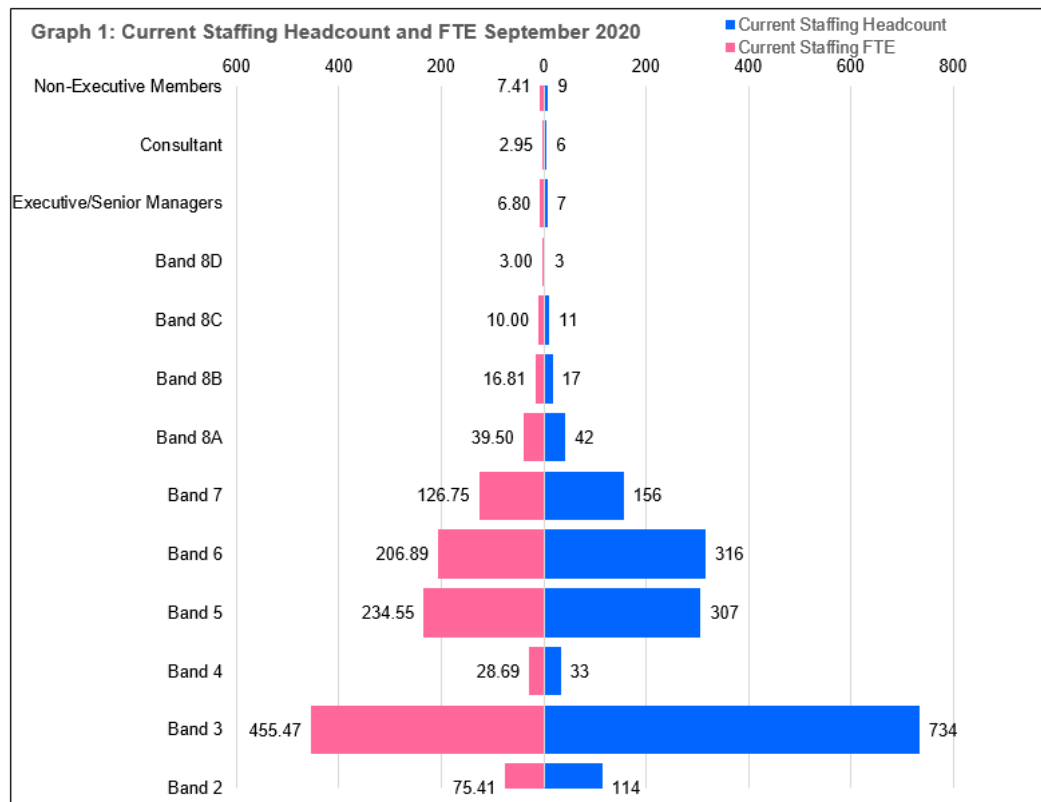
		<ul style="list-style-type: none"> <li>service</li> <li>• Breakdown by grade</li> <li>• Monthly Turnover % comparison</li> <li>• Breakdown by average length of service</li> <li>• Turnover by location</li> </ul>	
6.	Employee Relations	<ul style="list-style-type: none"> <li>• No. of staff on Redeployment and average time (in months) on redeployment</li> <li>• Redeployment- Gender</li> <li>• No. of staff Currently on Pay Protection</li> <li>• Reasons for being on Redeployment Register</li> <li>• Current Number of Active Cases</li> <li>• Number of Cases Opened and Closed within Quarter</li> </ul>	
7.	Training	<ul style="list-style-type: none"> <li>• Mandatory and Essential eLearning modules</li> <li>• Essential Clinical modules</li> <li>• Appraisals</li> </ul>	

## Summary of Establishment

Table 1: STAFFING	Budgeted WTE	Current Staff as at 30/09/2020		Variance against Budgeted WTE 2020/21
		30-Sep-20		
	Agreed WTE	Current Staffing Headcount	Current Staffing WTE	Established WTE
Total Nursing Staff	319.00	371.00	255.35	-63.65
Total Other Clinical Staff	53.53	90.00	42.61	-10.92
Total Call Handlers*	503.00	713.00	436.90	-66.10
Total Other Non-Clinical Frontline	469.39	396.00	251.30	-218.09
Total Business & Administrative	273.32	282	258.24	-15.08
<b>Total Staff</b>	<b>1618.24</b>	<b>1852.00</b>	<b>1244.40</b>	<b>-373.84</b>

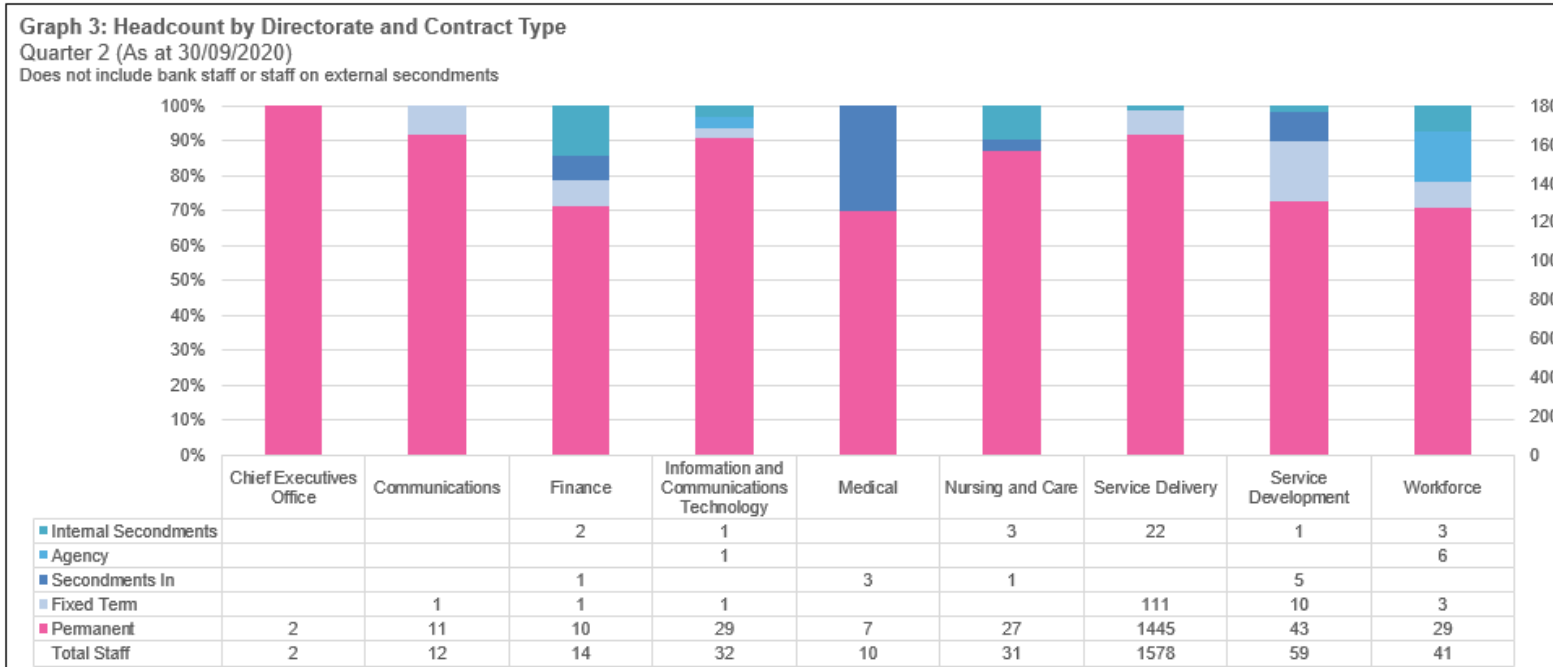
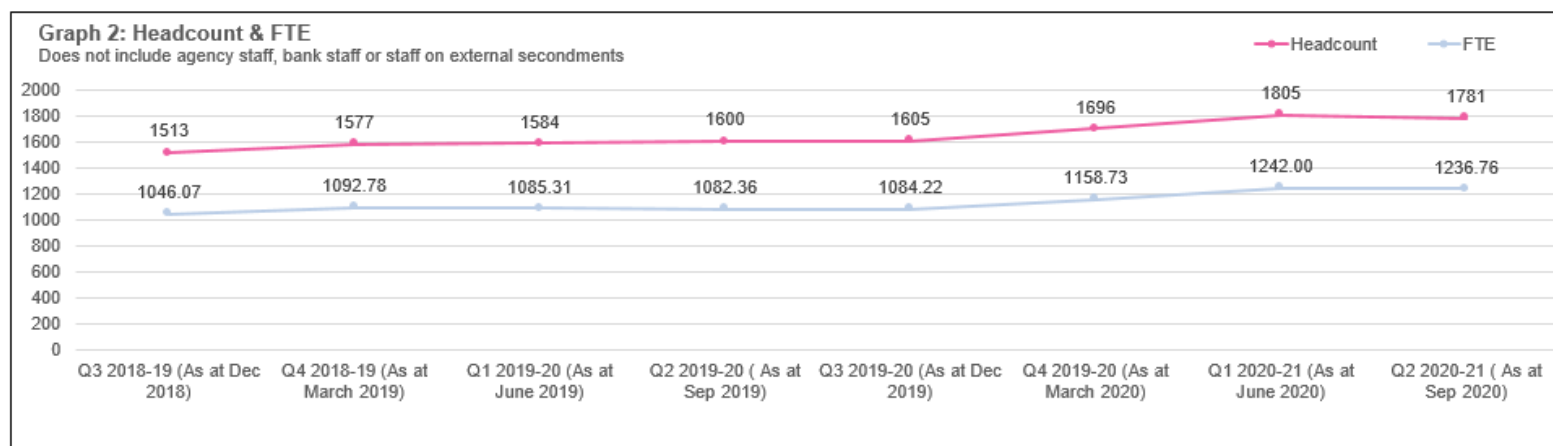
Primary Care Triage, Mental Health Hub, Covid-19 and RUC staff have been included within these figures.

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



## 1. Staff in post

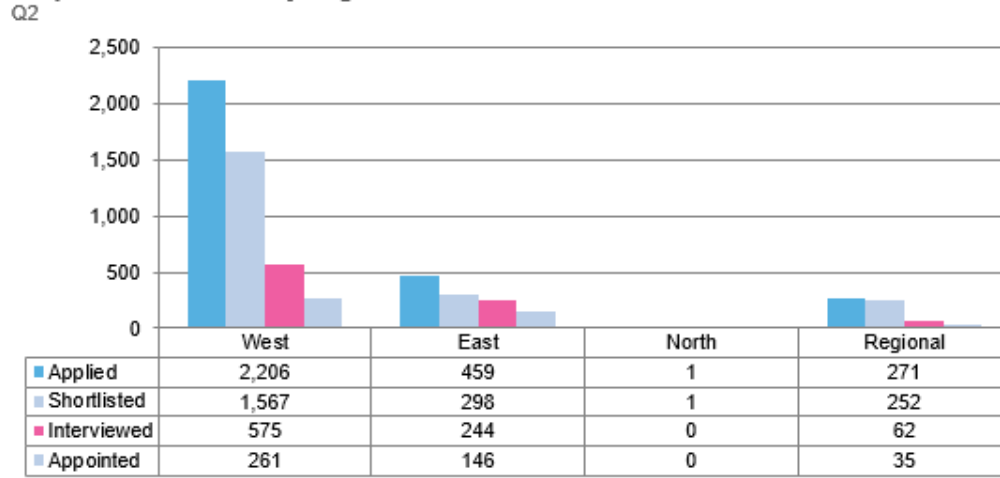
Staff in post figure includes staff on maternity leave. These charts do not include staff on career breaks or on secondment out of NHS 24, (2 career breaks and 11 on an external secondment).



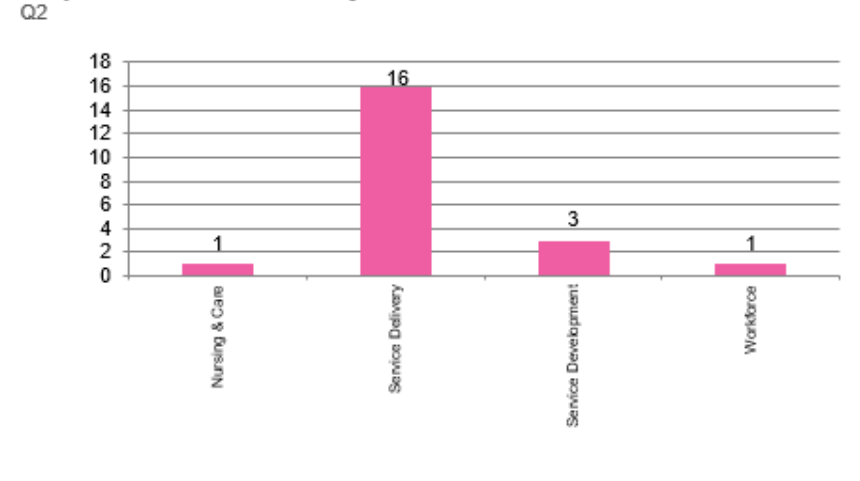


## 2. Recruitment

Graph 4: Recruitment by Region

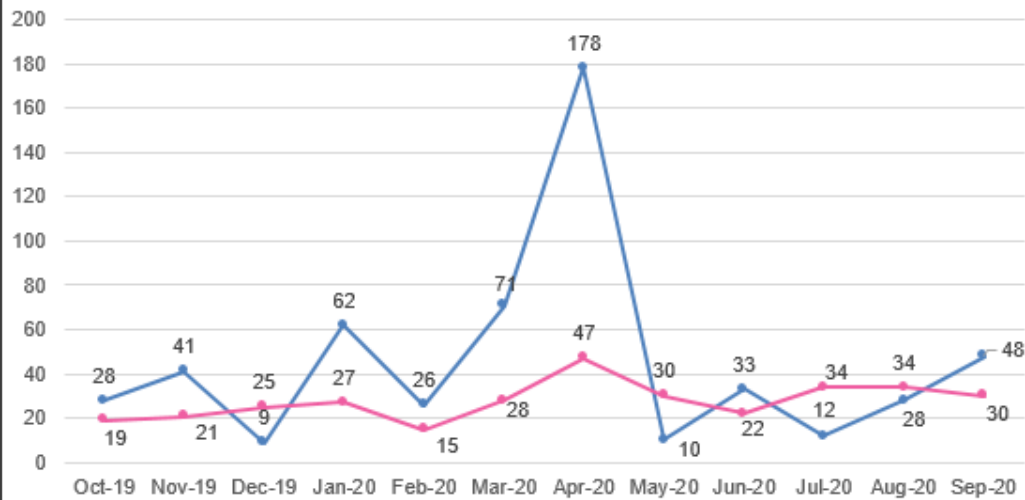


Graph 5: Posts advertised by Directorate



Graph 6: New Starts and Leavers  
Oct 2019- Sep 2020 Headcount

This information is correct at time of reporting and does not include late notifications

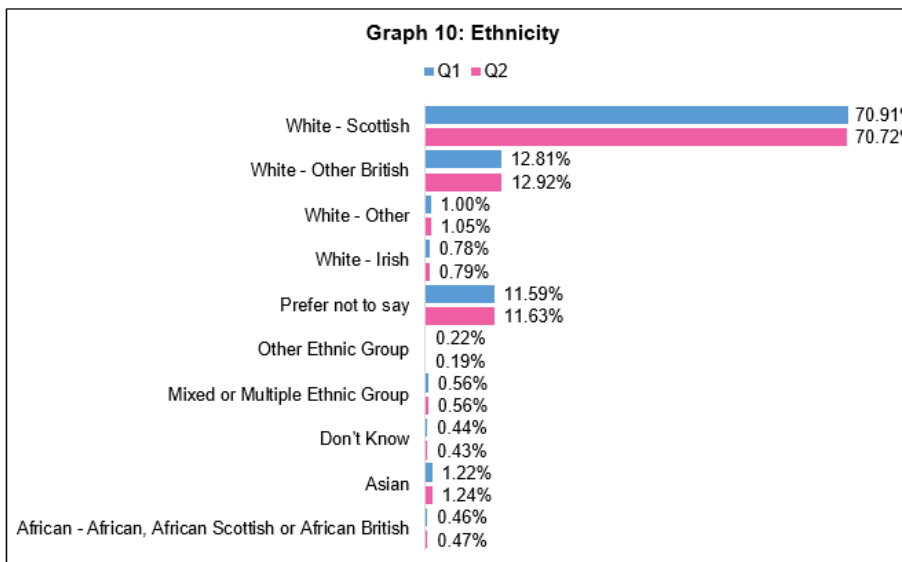
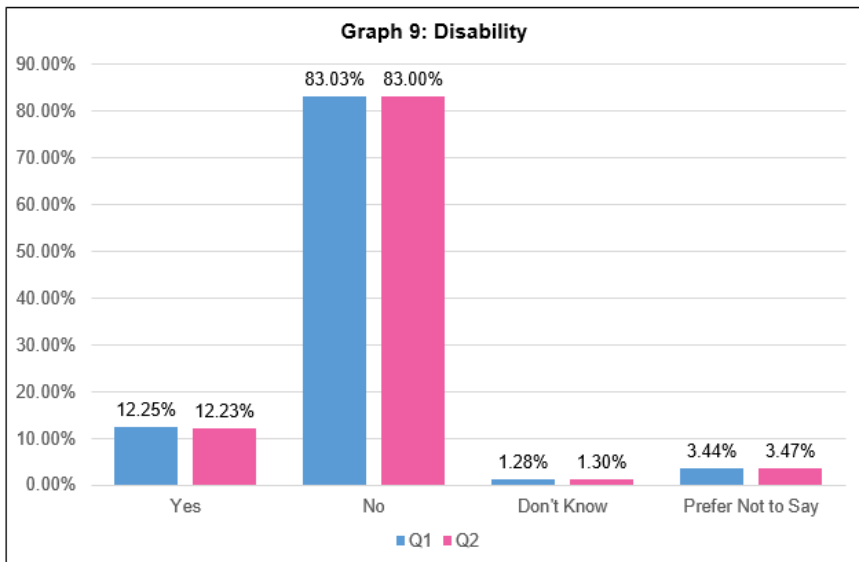
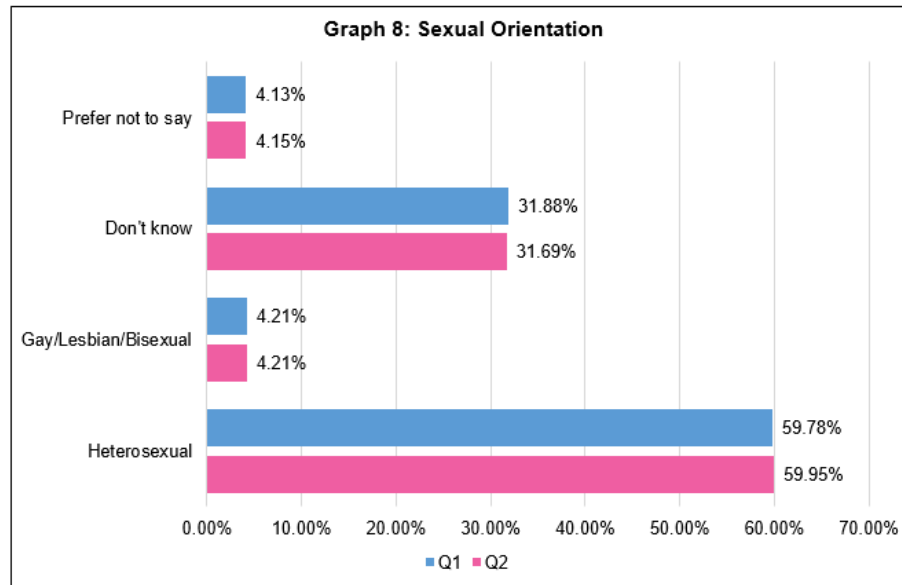
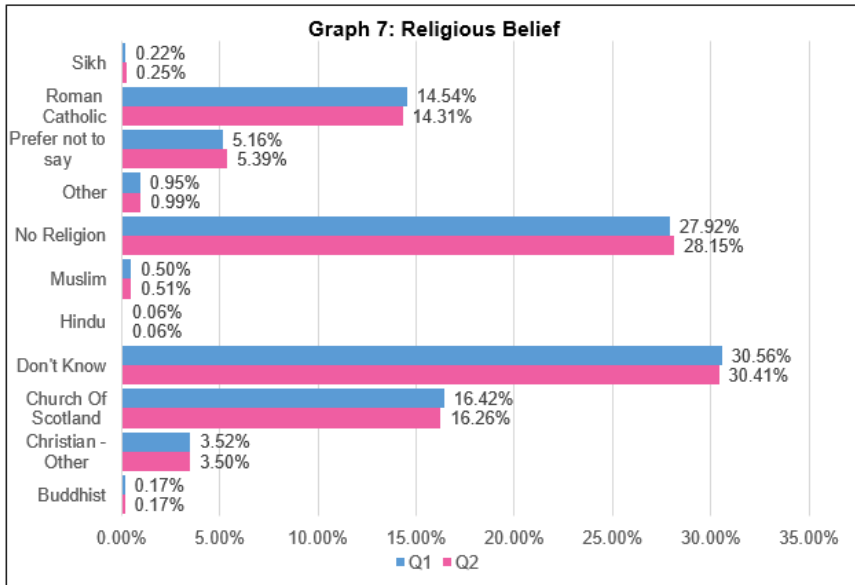


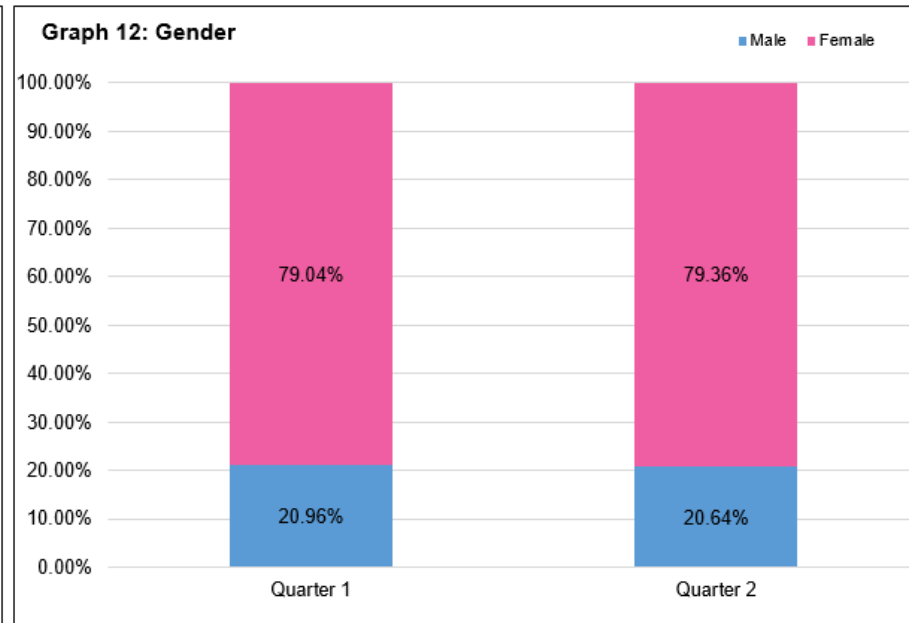
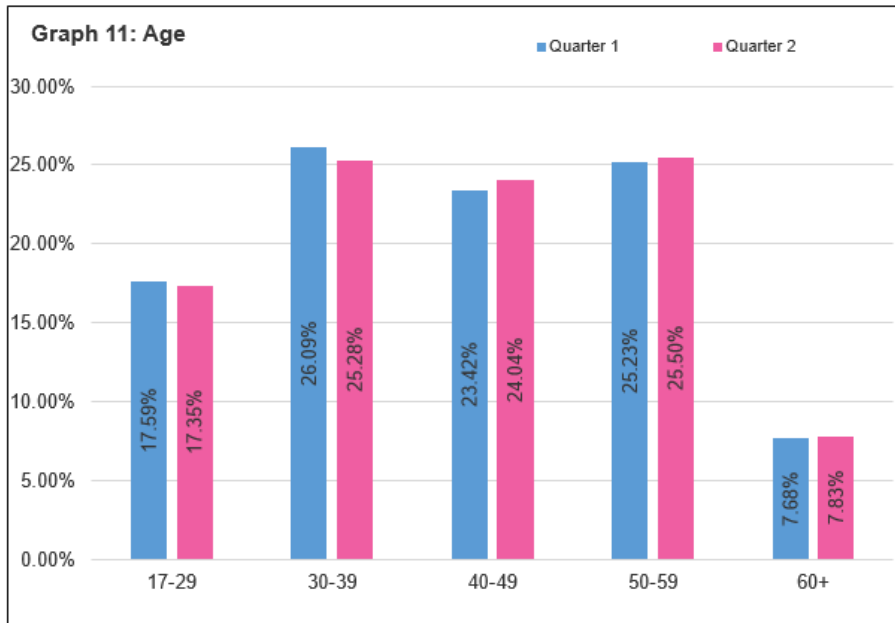
Note:

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.

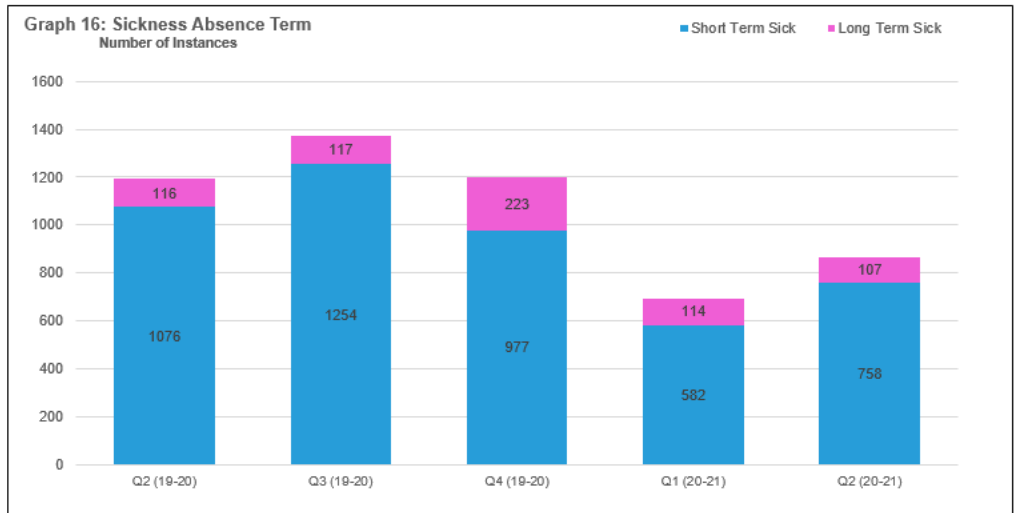
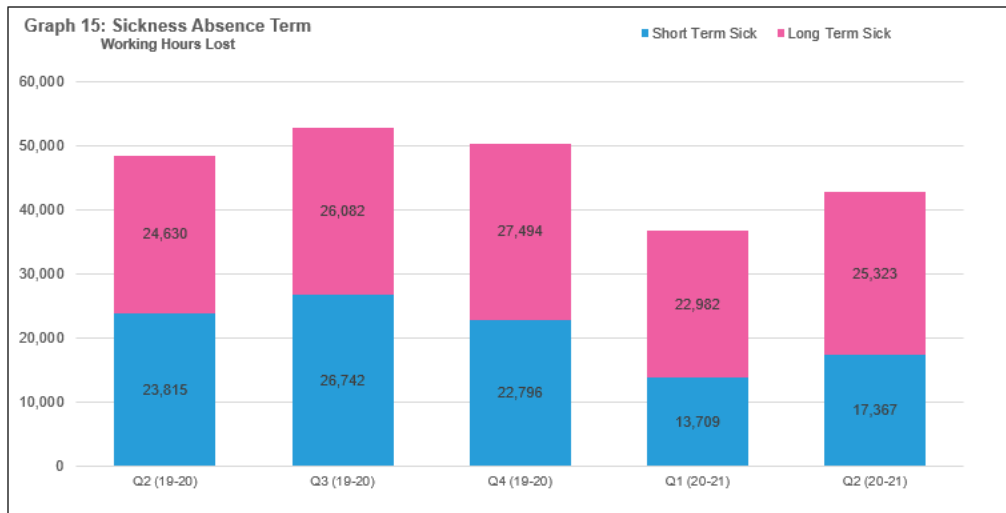
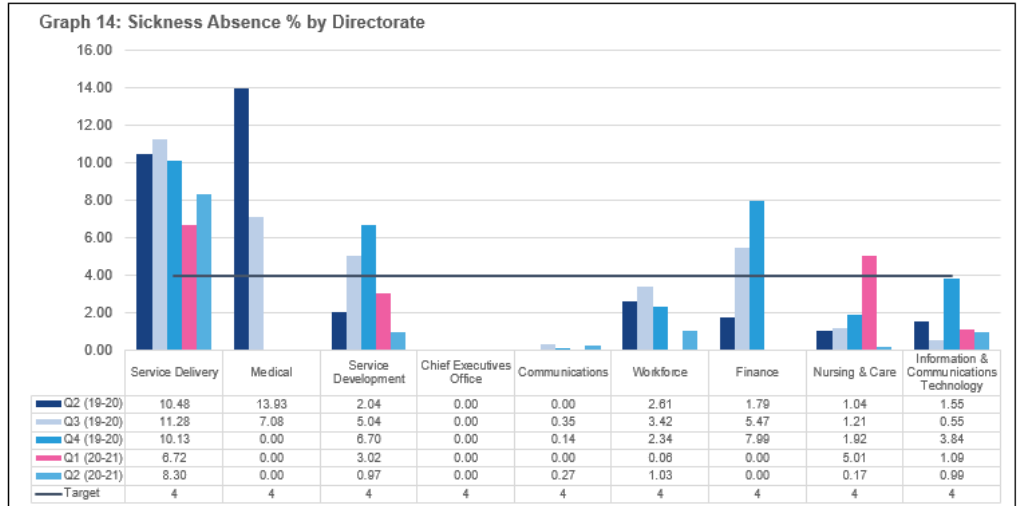
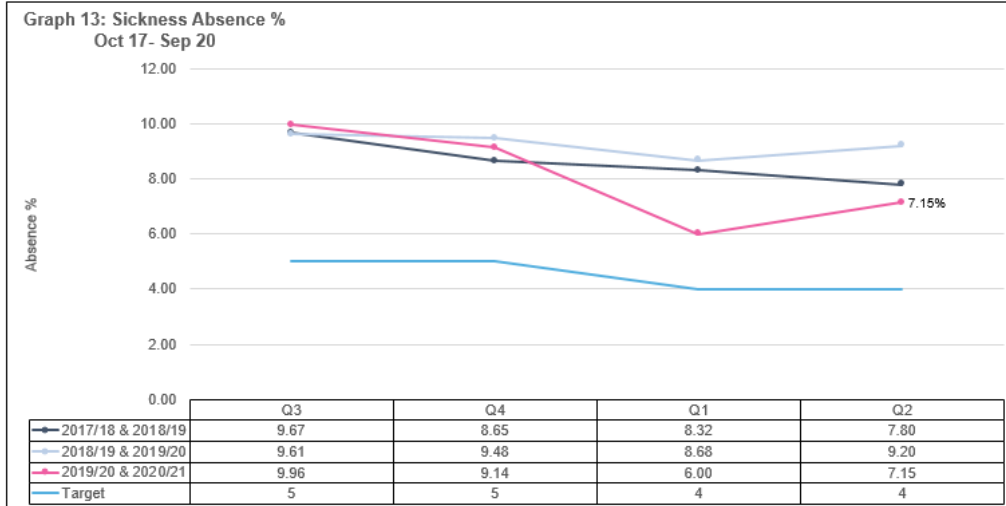
### 3. Organisational Profile

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

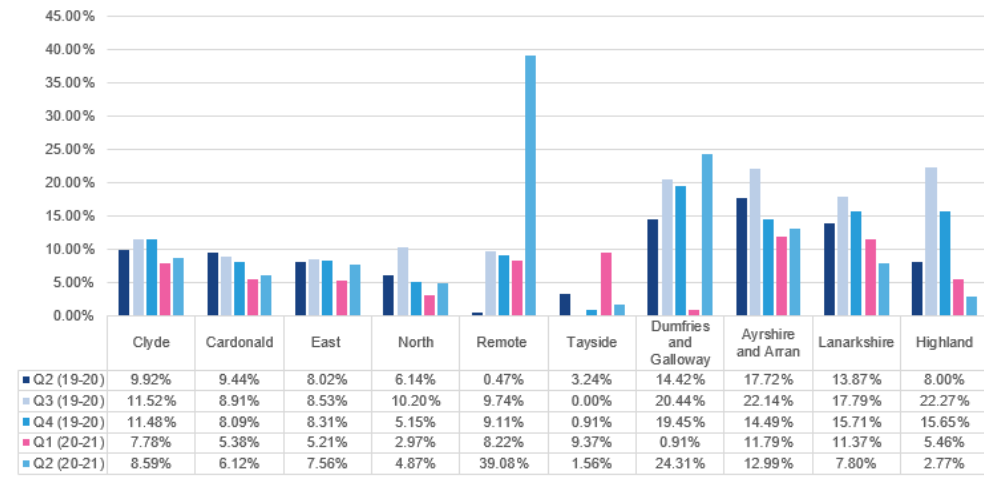




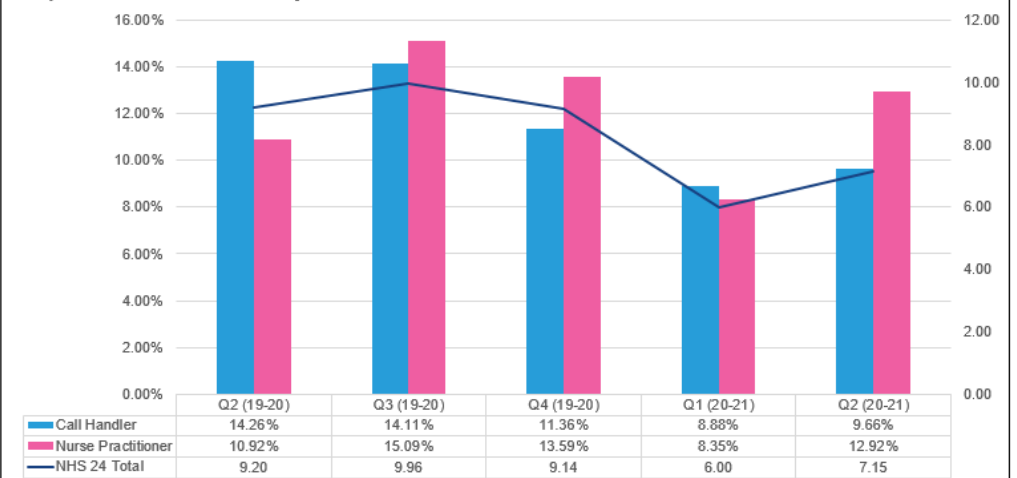
## 4. Absence



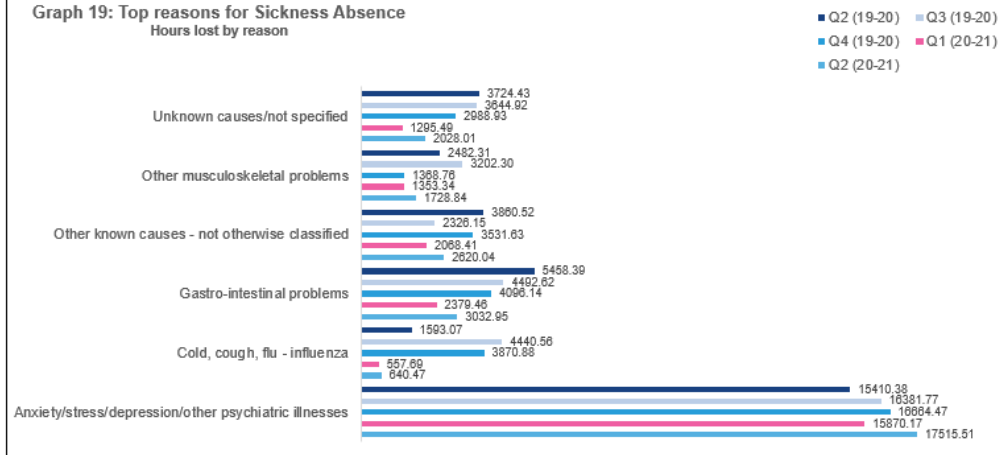
Graph 17: Sickness Absence % by Location



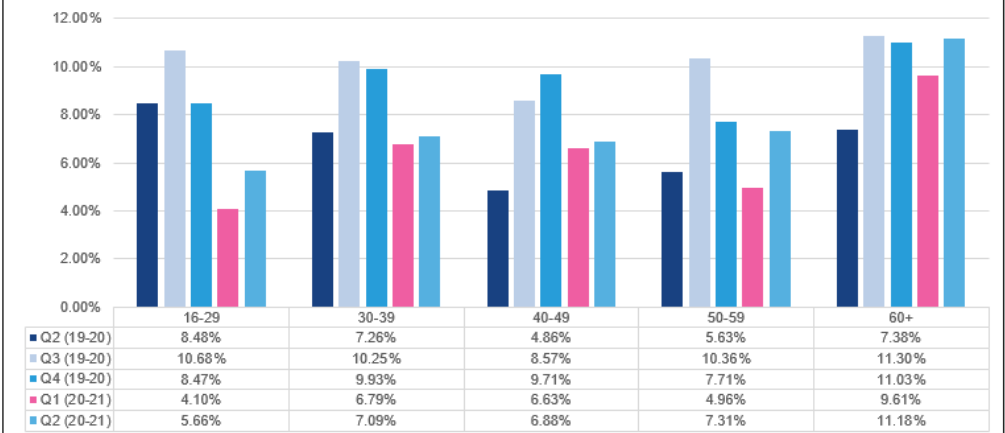
Graph 18: Sickness Absence % by Call Handlers and Nurse Practitioner

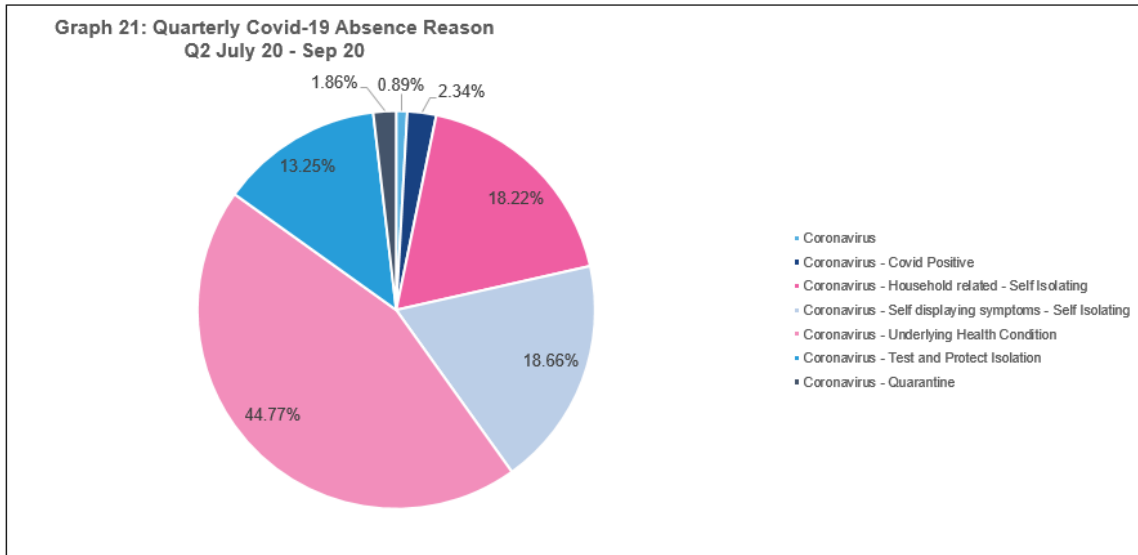


Graph 19: Top reasons for Sickness Absence  
Hours lost by reason



Graph 20: Sickness Absence % by Age Profile



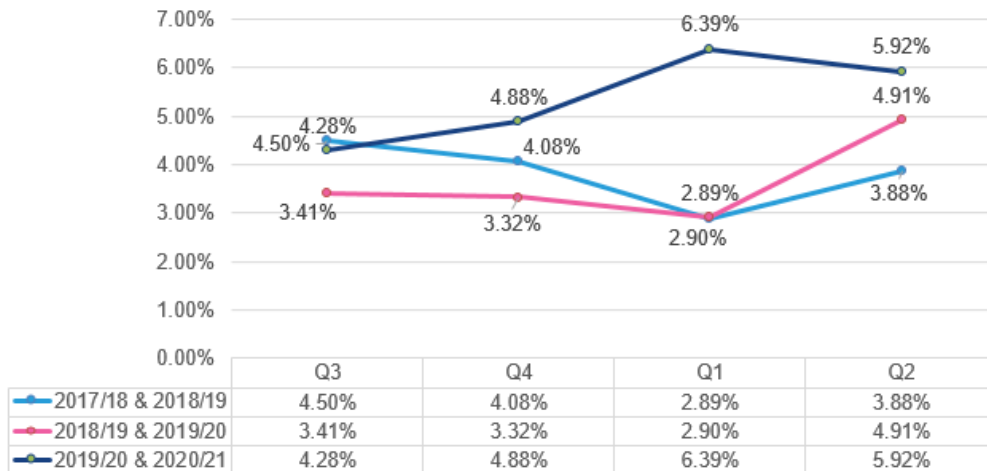


<b>Table 2</b>	July - September	September
Coronavirus	21	3
Coronavirus - Covid Positive	9	6
Coronavirus - Household related - Self Isolating	284	139
Coronavirus - Self displaying symptoms - Self Isolating	273	159
Coronavirus - Underlying Health Condition	96	2
Coronavirus - Test and Protect Isolation	111	89
Coronavirus - Quarantine	11	5
<b>Total</b>	<b>805</b>	<b>403</b>

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

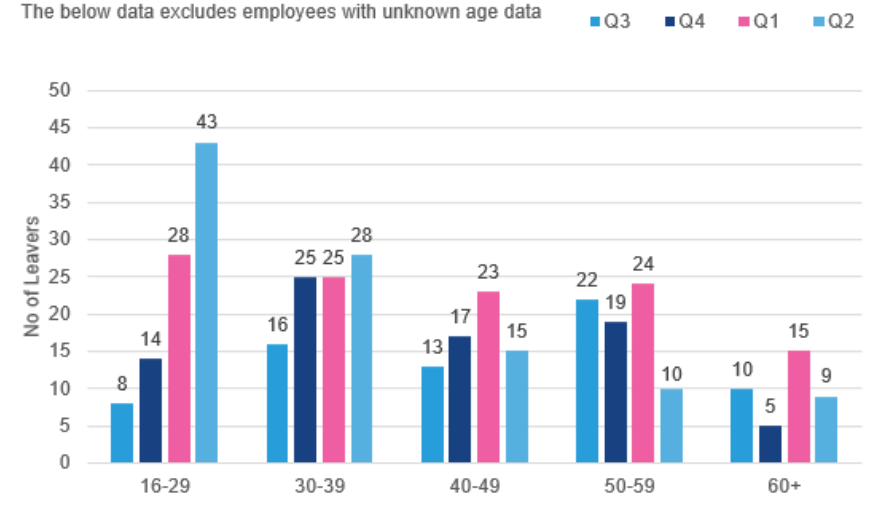
## 5. Turnover

**Graph 22: Turnover %**

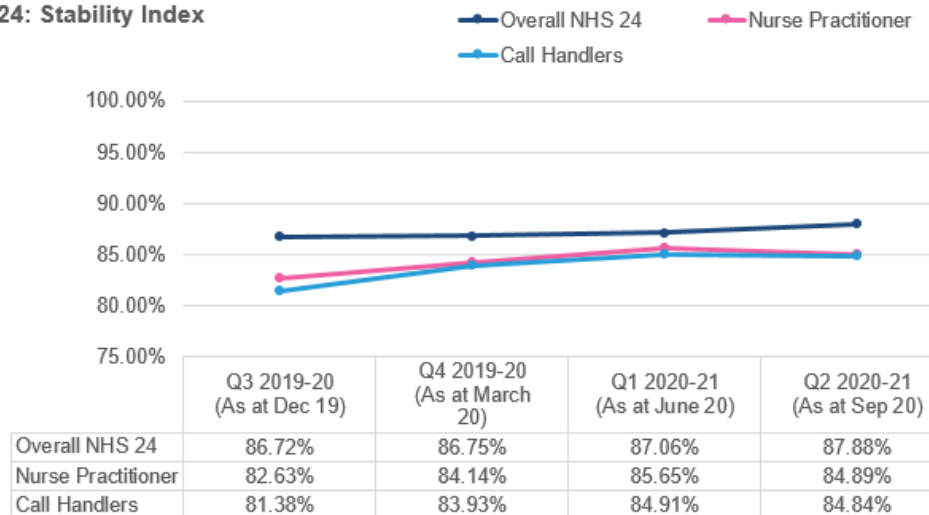


**Graph 23: Leavers by Age Band**

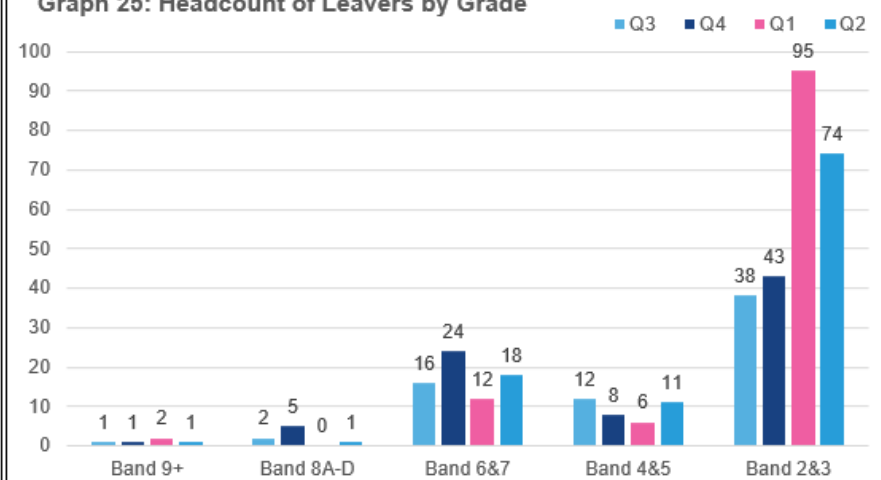
The below data excludes employees with unknown age data



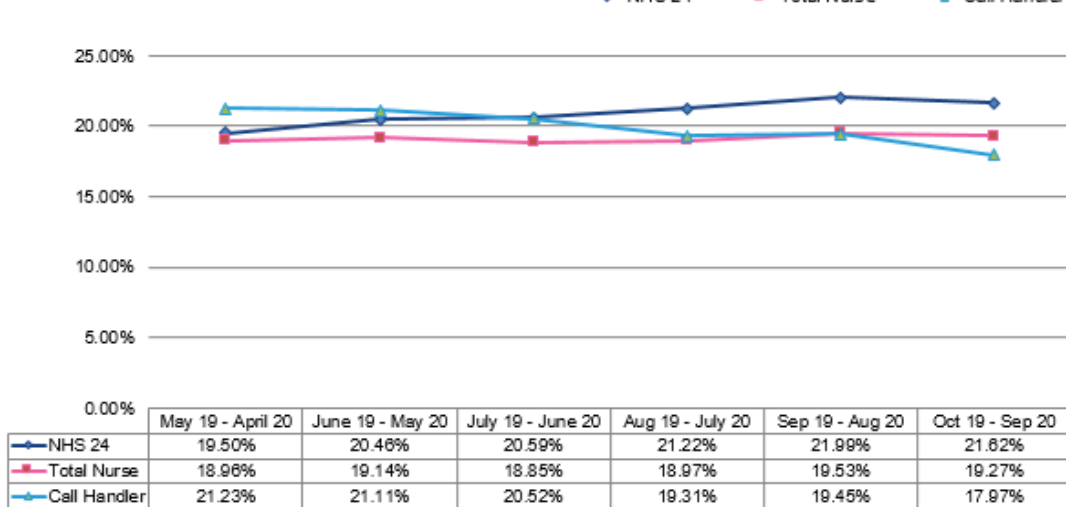
**Graph 24: Stability Index**



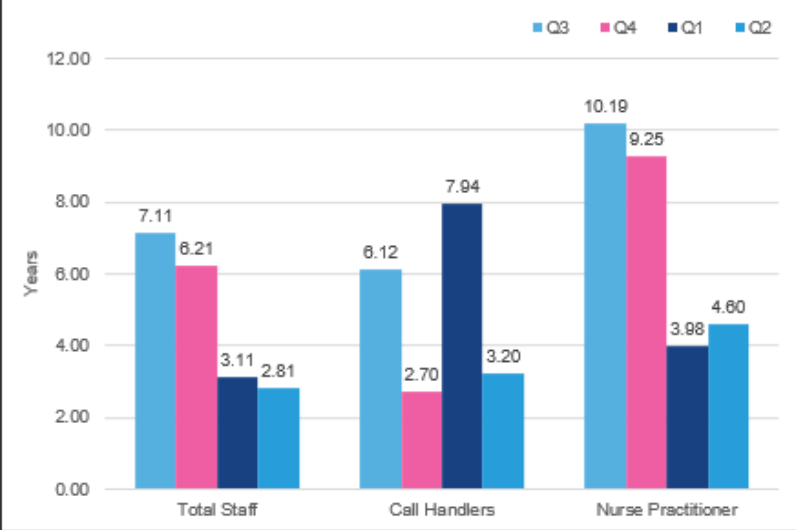
**Graph 25: Headcount of Leavers by Grade**



**Graph 26: Rolling 12 month Turnover % comparison**

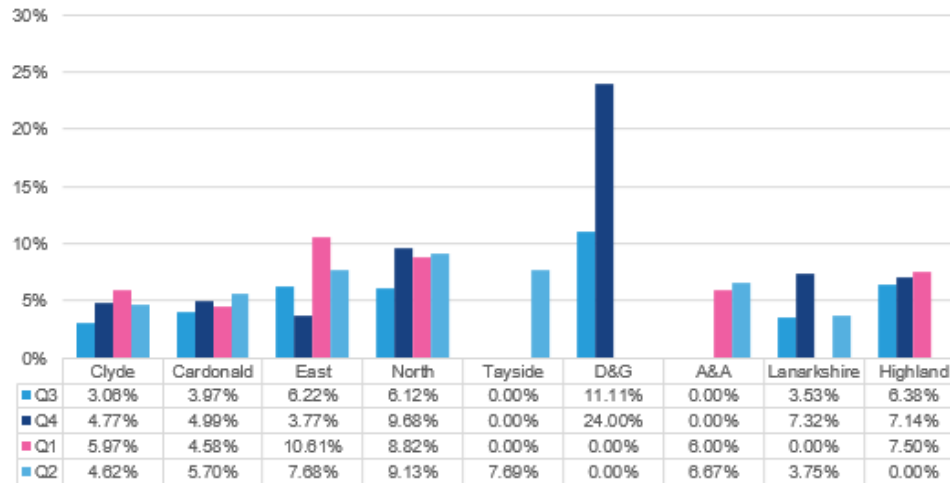


**Graph 27: Average LOS of Leavers**



**Graph 28: Turnover by Location**

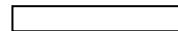
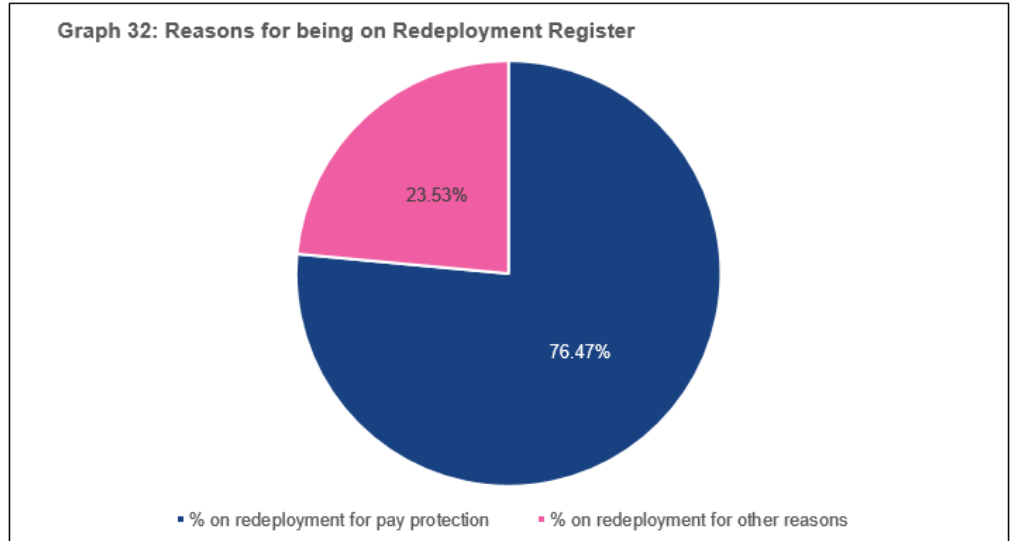
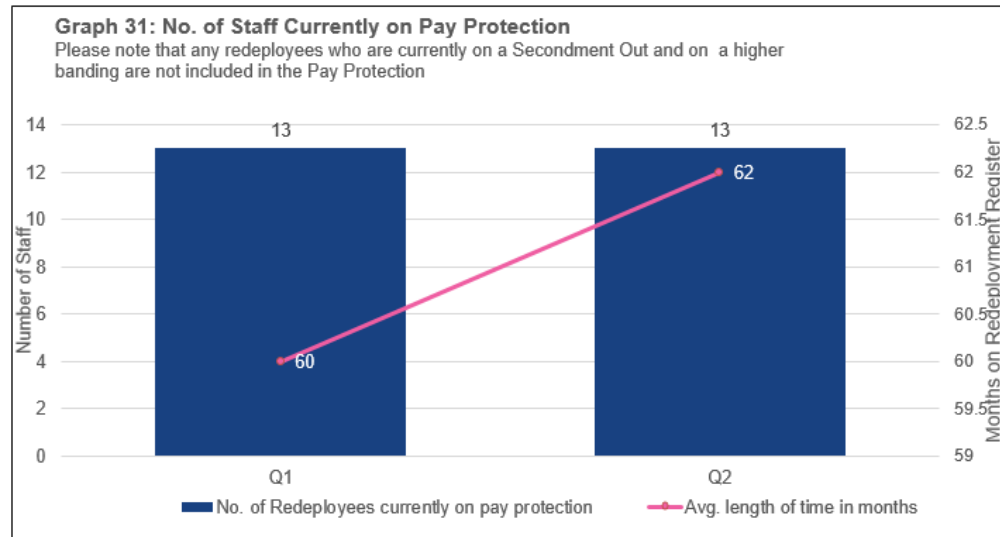
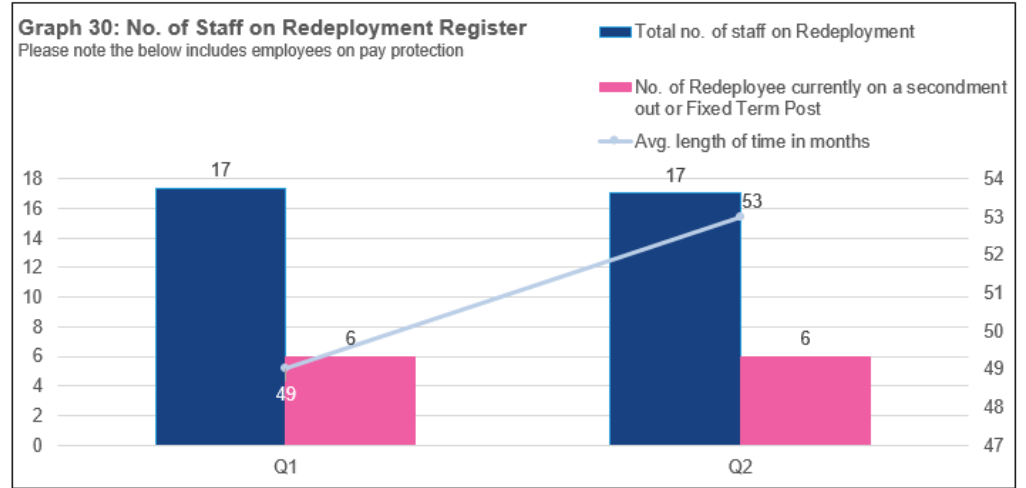
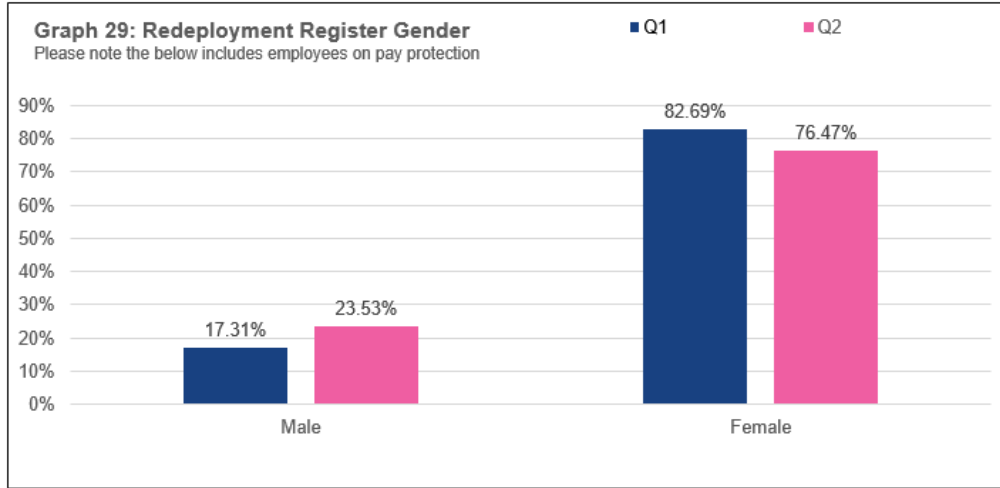
HQ Staff included within the centre they are based



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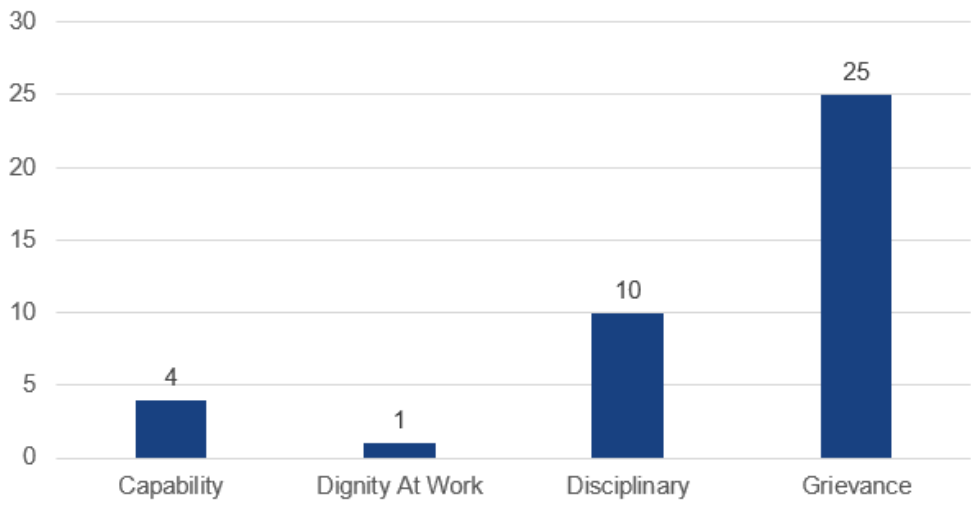


## 6. Employee Relations



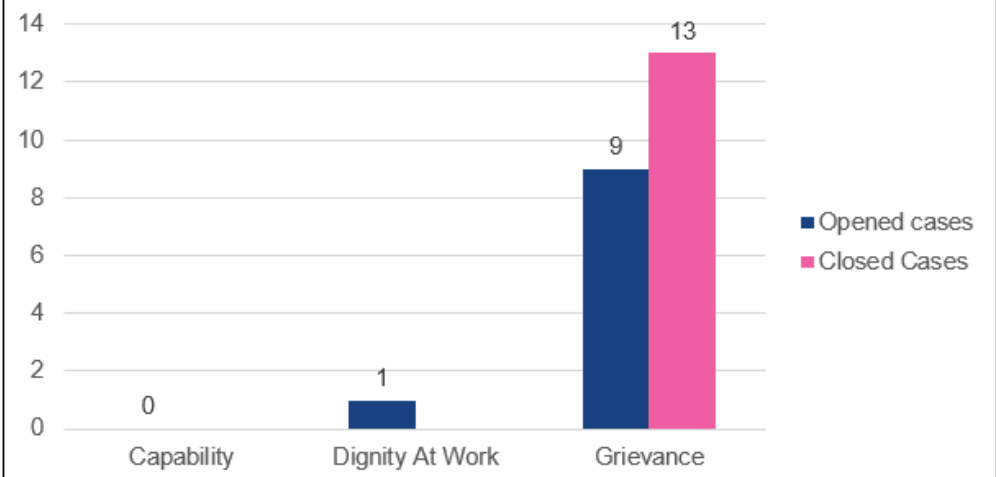
**Graph 33: Current Number of Active Cases**

Please note attendance cases are not included.



**Graph 34: Number of Cases Opened and Closed between July - Sept 2020**

Please note attendance cases are not included.



## 7. Training

### Learning and Organisational Development: Training Data

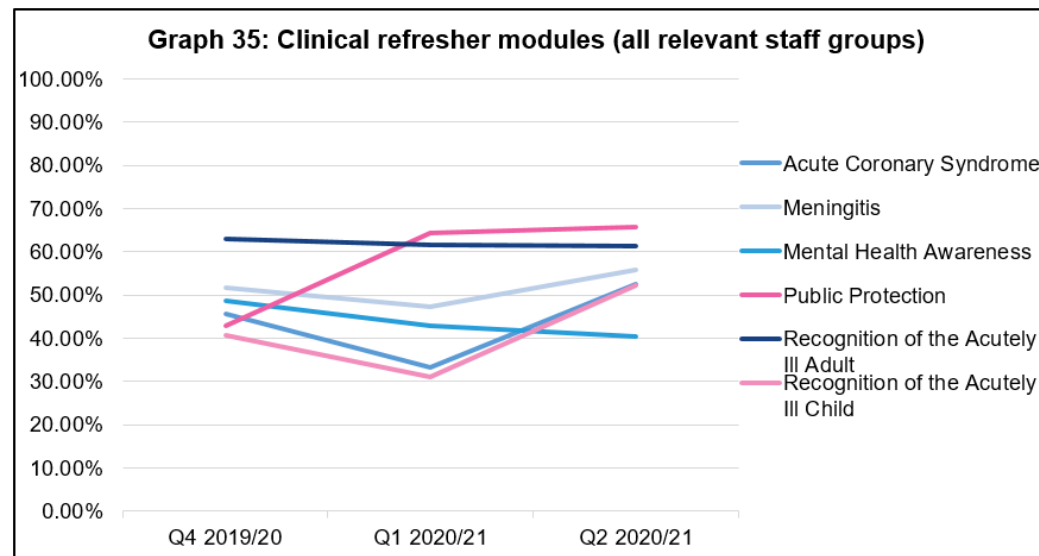
#### Mandatory & Essential eLearning Modules

<b>Table 3</b> <i>% of all NHS 24 staff who are compliant with the requirement to complete mandatory modules every 2 years, as at September 30th 2020</i>	Compliant	Completed but refresher now overdue	Never completed
Health and Safety Awareness	72%	22%	6%
Fire Safety	74%	20%	6%
Office Ergonomics	70%	23%	7%
Safe Information Handling	51%	26%	22%

<b>Table 4</b> <i>% of all NHS 24 staff who are compliant with the requirement to complete essential modules, as at September 30th 2020</i>	Compliant	Non-compliant
Mental Health Improvement and Suicide Prevention	45%	55%
Public Protection	65%	35%

#### Essential Clinical Modules

<b>Table 5</b> <i>% of staff who have completed required annual clinical modules for their skillset, as at September 30th 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	70%	47%	57%	62%	68%	57%	26%
Call Handlers	75%	48%					45%



## Appraisals

<b>Table 6</b> <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.</i>	Objectives Only	PDP Only	Discussion Only	All areas completed - Objective, PDP & Discussion
	38%	23%	47%	14%

<b>Table 7</b> <i>Directorate Breakdown</i>	Objectives Only	PDP Only	Discussion Only	All areas completed - Objective, PDP & Discussion
Chief Executives Office	0%	100%	100%	0%
Communications	56%	33%	56%	33%
Finance	30%	30%	20%	20%
Workforce	77%	46%	57%	36%
Information & Communications Technology	21%	4%	96%	0%
Medical	20%	20%	20%	0%
Nursing and Care	39%	35%	42%	31%
Service Delivery	36%	22%	46%	13%
Service Development	30%	21%	37%	16%

