

<p>NHS 24 BOARD MEETING</p>		<p>29 FEBRUARY 2024 ITEM NO 10.3 FOR ASSURANCE</p>
<p>WORKFORCE PERFORMANCE REPORT (Quarter 3 October – December 2023)</p>		
<p>Executive Sponsor:</p>	<p>Jacqui Hepburn, Deputy Chief Executive & Director of Workforce</p>	
<p>Lead Officer/Author:</p>	<p>Jacqui Hepburn, Deputy Chief Executive & Director of Workforce</p>	
<p>Action Required</p>	<p>The Board is asked to note the workforce report.</p>	
<p>Key Points for this Committee to consider</p>	<p>This report provides Board members 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 EMT and 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>	
<p>Governance process</p>	<p>The Workforce Report is presented to the Executive Management Team prior to its presentation to the Staff Governance Committee and the Board.</p>	
<p>Strategic alignment and link to overarching NHS Scotland priorities and strategies</p>	<p>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.</p>	
<p>Key Risks</p>	<p>Any risks identified with our workforce performance will be monitored through our Strategic and Corporate Risk Registers.</p>	
<p>Financial Implications</p>	<p>Currently, there are no financial implications to highlight.</p>	
<p>Equality and Diversity</p>	<p>NHS 24 are required to comply with the aims of the Public Sector Equality Duty. Work is underway for our</p>	

	annual equalities report to look at our workforce data and reported by the relevant protected characteristics and pay gap information for the period October – December 2023.
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1. RECOMMENDATION

Board members are asked to 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 2023 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
Oct – Dec 2023/2024



Workforce Strategy & Plan 2022-25



Quarter 3 Workforce Establishment



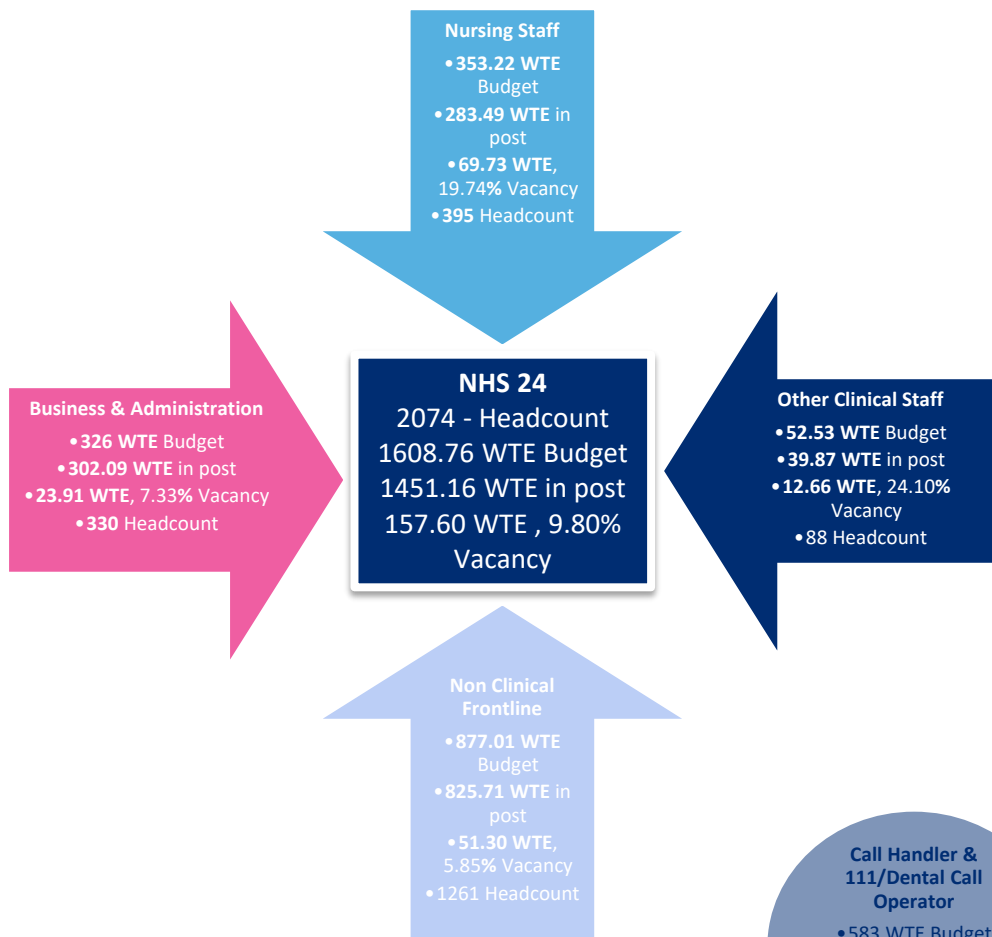
Key workforce information on NHS 24's establishment

SPOTLIGHT

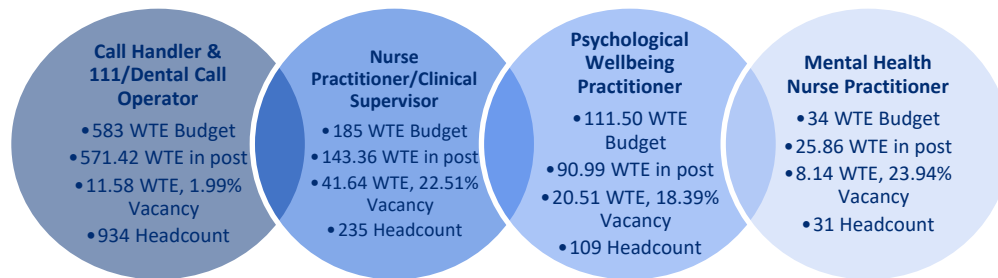
Workforce and Finance continue to meet with all Directors on a monthly basis to review their establishment movement sheets, vacancies and planned change for 2023/24.

The Establishment Control Panel continue to monitor vacancies on a monthly basis with a particular focus on long term vacancies to support with identifying efficiency savings across the organisation. Particularly where there is no active recruitment taking place or it is not part of service redesign/restructure work. Any posts that are agreed as savings are then formally disestablished by the Establishment Control Panel. A paper is being developed on the vacancy position at the end of Quarter 3 for EMT.

With the financial pressures across health and social care, financial governance is a key driver for establishment control, the approach that NHS 24 undertakes to making staffing changes goes further than a consideration of costs and available funding. The Establishment Control Panel considers the wider impact on other roles, how they best work together and make sure that decisions made take account of Fair Work.



The staffing and vacancies reported are inclusive of posts that are funded non-recurringly. The majority of vacancies are against NHS 24 scaling up urgent care on basis on non recurrent funding which is anticipated to be adjusted in year to reflect to actual WTE.

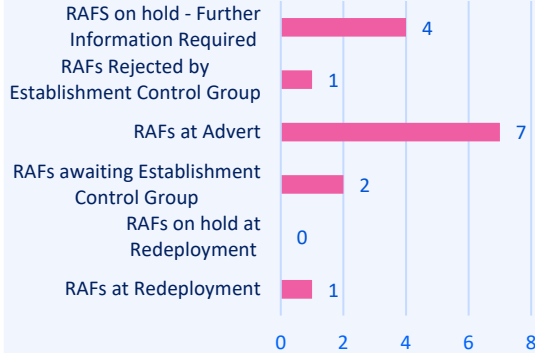




Sustainable Workforce



Recruitment



In Q3 Workforce and the Establishment Control Group received 53 RAFs for consideration. There are currently 59 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 139 new employees in Quarter 3.

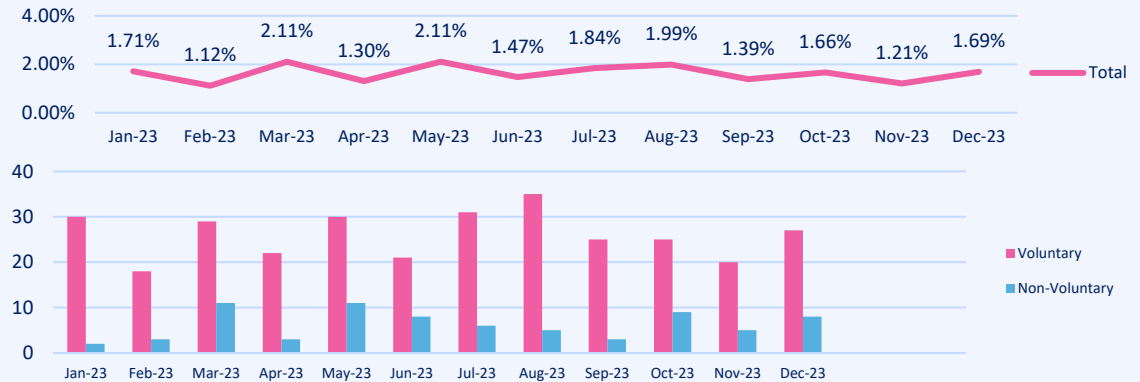


December
 1.69%, 35 heads
 0.49%, 10 heads
Voluntary Turnover
 1.31%, 27 heads

Quarter 3 Turnover
 4.56%, 94 heads
 -0.65%, -11 heads
Voluntary Turnover
 3.49%, 72 heads

Rolling year Turnover
 19.58%, 387 heads
 -7.03%, -106 heads
Voluntary Turnover
 15.84%, 313 heads

Turnover



INSIGHTS:

This quarter turnover has been broken down, providing not only the total figure but also a Voluntary Turnover figure which refers to those staff who have chosen to leave NHS 24, therefore does not include those who have either retired, finished a FTC or been dismissed.

As with previous quarters the most common leaving reason is **new employment** (33 heads) of these 67% went to another NHS board. In Q3 there was a high number of staff retiring (18 heads), this was over a range of skillsets including 3 Clinical Supervisors, 3 Senior Charge Nurses and 3 Call Handlers 11.70 % of leavers (11 employees) started and left within the same quarter, this is a similar trend previous quarters. 12 staff left within their first month of service and 8 staff left within Q3 with a leaving reason of Training/Induction.

SPOTLIGHT:

In Q3 exit interviews had a completion rate of 35.10% (33) for the quarter. Workforce launched a Microsoft Exit Interview Form which allows staff to complete an exit interview if they are off sick or unable to access eESS. Since this launched there has been an improvement in the return rate.



Quarterly Highlights

- Headcount continues to increase.
- Rolling Turnover continues to decline and is now **19.58%**. Work continues to progress the attrition improvement action plan, when this work commenced attrition was up at 27%.
- We predict that by February 2024 we will meet our Call handler target of 583 WTE.
- We continue to recruit Clinical staff and through successful open events and attendance at careers fayres.
- Annual H&S premises audits are complete with the average score being **99.64%**

Quarterly Activity

- Supporting **job design and job evaluation** for organisational change within ICT and Nursing & Care.
- Supported the **recruitment** of our new Director of Nursing and Care; interim Medical Director and interim Associate Medical Director.
- Improved **Dental recruitment** processes in line with the new model.
- Procured and completed a DPIA for Amicus our **online right to work portal**.
- **Cultural Dashboard** developed which feeds from other existing dashboards
- **Attrition improvement action plan progressing.**
- Successful **open evenings** held for Clinical Supervisors and Call Handlers.
- Recruiting for a **Modern Apprentice** role within Workforce to support youth employment and Corporate Parenting.
- **Persona** research complete – paper to be presented to EMT Feb/March.

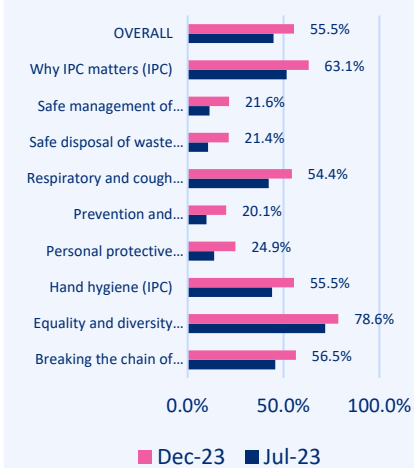


Enhanced Learning and Development and Effective Leadership and Management

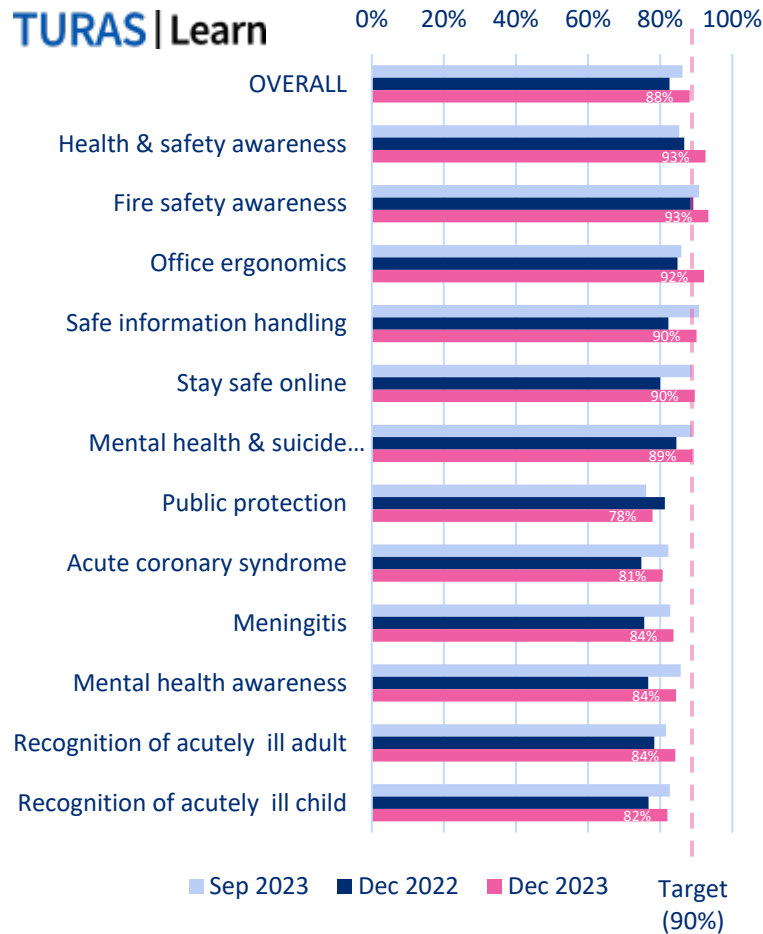


Statistics related to learning and development within NHS 24

TURAS | Learn Transitional Modules



TURAS | Learn



The overall compliance level for Essential Learning is sitting at 88.2%.

Only **Service Delivery (87.2%)** remains below the **90% compliance level target**.

55.5% of all required transitional modules have now been completed. This is up from 49.6% at the end of the last quarter.

28 training groups CHs (19), NP/CS (7) and Mental Health Hub (2)

70.2% completed training
80 of 114 staff completed the initial training process, 24 staff are still in induction.

CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.

ESSENTIAL 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.

Management Essentials

195 current people managers completed their MEP Programme since launch in June 2022.

Excluding those on LTS this represents **90% of target audience**.

SPOTLIGHT

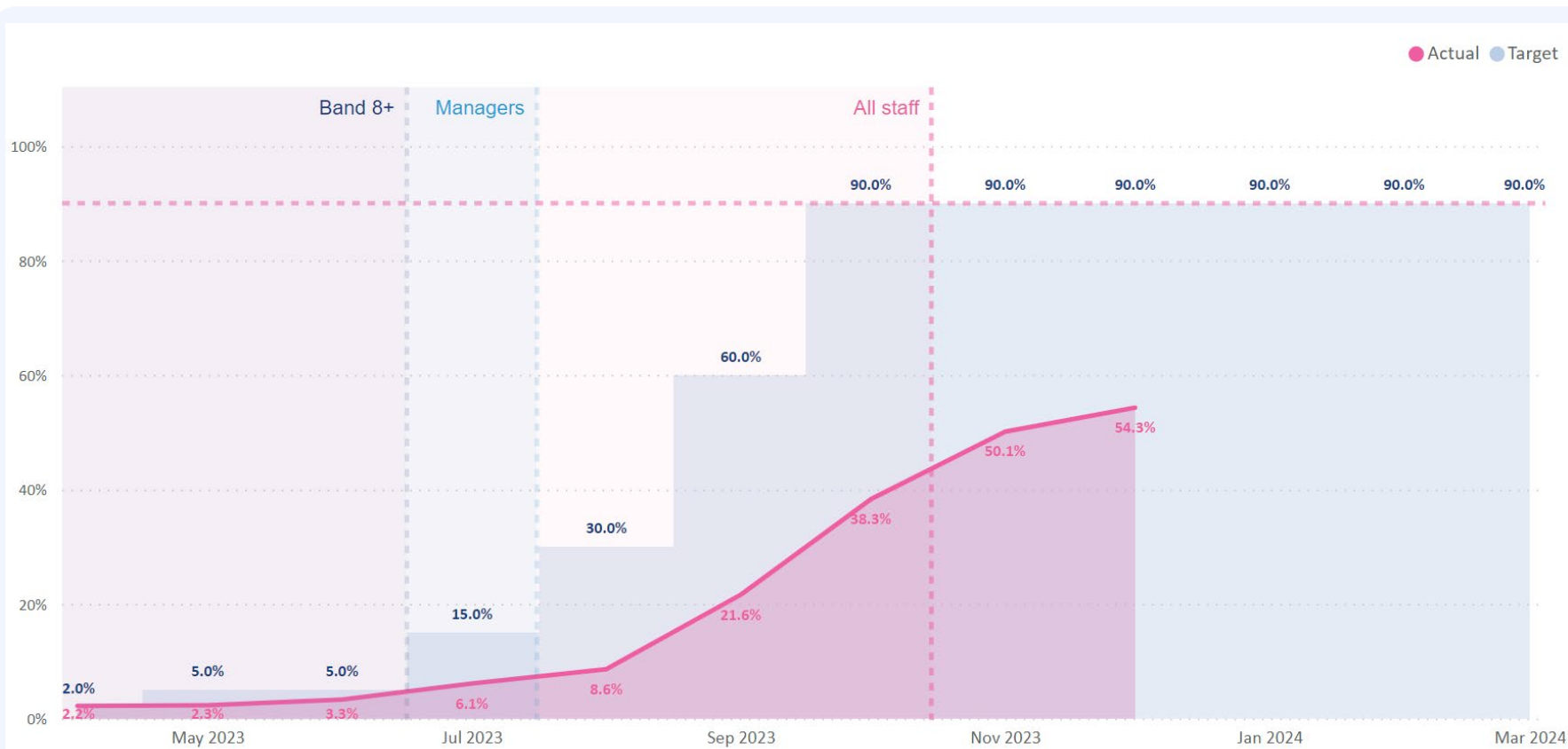
This section shares details of key learning and development currently in focus.



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24



APPRAISAL ACTIVITY

In 2023/24, there are 2 components that contribute to a complete appraisal: Setting objectives and completing a PDP. Each of these should be completed with each team member between April and March every year - a status of 'Complete' is recorded if a completion has been recorded since April 2023. **New staff (under 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of this report. 54.3% of staff have completed their objectives and PDP.**



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Essential Learning:** Overall completion levels continue to remain high at 88.2% for existing essential learning modules. Transition modules completion levels have increased from 49.6% to 55% .
- **Management Essentials:** Programme of retrospective upskill has now completed. KPI's were met: 90% of eligible managers completed the programme and effectiveness rating target was exceeded at 89% (target was >85%).
- **Practice Education:** 70.2% of those who commenced the Core Training Programme have fully completed it. It is worth noting that 24 (21%) of those who commenced induction during Q3 are still in training. If all complete, this will total 91.2%.
- **Appraisal:** Overall completion levels sits at 54.3%, which is below the end of Dec target of 90%. It should be noted however that significant progress has been made in Service Delivery Directorate, the most populous Directorate.

Quarterly Activity

- **Essential Learning** - Monthly targeted 'Module of the Month' comms via Team Talk continues and new digital message boards are being utilised to highlight completion of Transition Modules. The Essential Learning Annual Review is now complete and will be reported through Staff Governance (Feb).
- **Management Essentials Programme** - Delivery has now completed and End of Programme Report which has been submitted to Staff Governance in Feb, articulates next steps of final review and embedment into BAU activity.
- **Appraisal** - Reset of appraisal and full alignment to organisational priorities has stimulated activity. Hotspots have been identified and support put in place to encourage the remaining one directorate to achieve the 90% completion by end of financial year.
- **NHS 24 Induction Programme** – Continues to be delivered and Level 1 feedback extremely positive with average rating score of 99%. Conversations have commenced in relation to moving this programme back to Practice Education to encompass it within the Core Training Programme.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

8.40% 8.97% 9.71%
 Rolling ↑ Quarter ↑ December ↑
 +0.43% +0.89% +1.29%

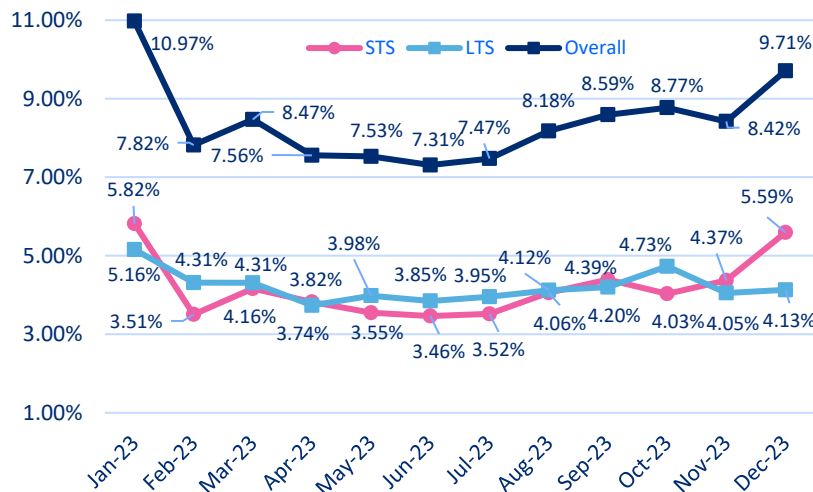
SICKNESS ABSENCE

Attendance continues to be a focus for all NHS 24 cohorts. Short Term absence has increased since the previous quarter (+1.20%) however Long Term absence has decreased (-0.08%). Although December absence has increased since the previous month when compared to December 2022 this is a decrease (-0.74%).

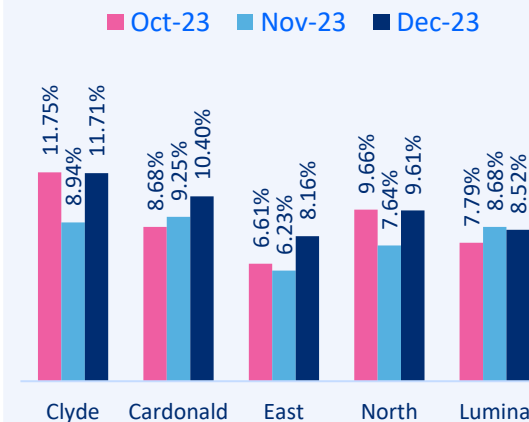
INSIGHTS:

Clyde Contact Centre has seen the highest absence increase over the last quarter (+2.77%). There was 360 instances of **Cough/Cold Flu** in Q3, this is an increase of 199 from Q2 that reported 161 instances. Anxiety/stress/depression/other psychiatric illnesses has seen an increase of 25 instances in December from the previous month.

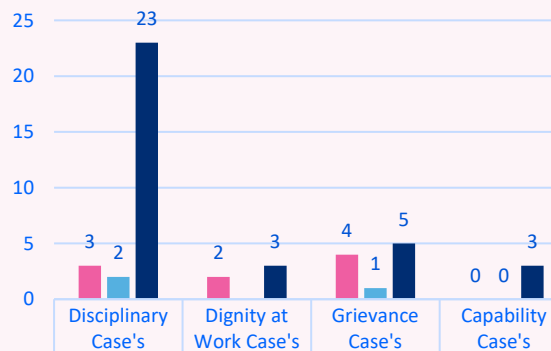
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



	Disciplinary Case's	Dignity at Work Case's	Grievance Case's	Capability Case's
■ New Cases in Q3	3	2	4	0
■ Cases Closed in Q3	2	3	1	0
■ Active Cases beyond 6 weeks	23	3	5	3

HIGHLIGHT:

A further increase in case volume was experienced due to a large-scale conduct investigation. This significantly increased the workload for the ER Team to meet the demand.

Work is ongoing to implement a new case management system. This will support the requirement to report on agreed KPI's to better monitor timescales of case work.

At the end of Quarter 3 absence has increased by 0.89% ending at 8.97%

Inclusive Culture

Quarterly Highlights

- Following a successful launch **People First (Tier 3 system)** has received over 1,730 queries. Teams are now analysing the data identifying themes to inform communication and guidance for staff and managers. Work has commenced to produce regular People first news, which will include FAQ's and staff reminders on subjects managers require additional information on to improve their understanding and confidence across all workforce areas.
- **The Wellbeing Strategy** has been submitted to EMT following a successful engagement exercise. Feedback was received across all centres and has been included in the paper for EMT alongside the plan for launching the strategy next quarter.
- NHS 24 continues to be represented on the **Once for Scotland Programme Board**. Weekly participation and input to the next set of **Once for Scotland** policies due to launch late 2024.
- Work has commenced to improve ongoing lessons learned sessions across all case management. Guidance and templates will be created to provide consistency ensuring improvements are captured, action plans are created and progressed appropriately.
- **Shift Review Phase 2** is near conclusion, however we have a few outstanding cases to be completed and a number of employment tribunals as a result of shift review have been submitted in the last quarter.

Quarterly Activity

- **Case management** continues to be high across all case types. This has been supported by a temporary increase in resource due to end next quarter. The team have also been working on launching a **meeting booking system** and a **case management system**.
- **The Consultant Discretionary Points** exercise was undertaken and complete.
- **A New Automated Termination Form** has been developed and launched to support managers and staff with an improved and modernised termination process.
- Work has commenced to improve **self-service access** for staff and managers. This will include reviewing current guidance materials available. Developing a plan to create new and improved staff and managers guidance supporting Tier O of the advisory model.
- The team are working on **new training opportunities** to increase access and modernise the delivery of policy training.
- **A people first** standard operating procedure was created and launched to support access for all staff and managers.
- The team continue to support large Organisational Change case work throughout the organisation.
- **Suite of Once for Scotland Work-Life Balance Policies** was launched on the 1st November and People Services have supported the launch and implementation of the refreshed policies in the last quarter.