

**NHS 24
BOARD MEETING****29 AUGUST 2024
ITEM NO 11.3
FOR ASSURANCE****WORKFORCE PERFORMANCE REPORT (Quarter 1 April-June 2024)****Executive Sponsor:**

Jacqui Hepburn, Deputy Chief Executive & Director of Workforce

Lead Officer/Author:

Jacqui Hepburn, Deputy Chief Executive & Director of Workforce

Action Required

The Board is asked to note the workforce report in terms of progress made in quarter 1 (April - June 2024) and then the overall 12-month picture for the rolling year.

The Board is asked to be assured that the Workforce Directorate in collaboration with all other Directorates have made significant progress which is demonstrable with the majority of our KPIs met or exceeding target.

Key Points for this Committee to consider

This report provides Board members with an update on areas of workforce focus for Quarter 1.

The KPIs for each of the key strategic workforce objectives demonstrate the successes of the various workforce initiatives developed and embedded.

- Attrition continues on a downward trend both of which in turn means our vacancy factor has decreased.
- All vacant posts over 6 months continue to be reviewed at Establishment Control Panel and where no longer required will be removed from the establishment as efficiencies.
- Plans are underway to merge the Establishment Control Panel with the Strategic Workforce Planning Group.
- There is a Clinical Supervisor recruitment action plan in place with Service Delivery to escalate recruitment to get to target.
- The overall compliance level for Essential Learning is sitting at 90.5%. H&S is at 94.5%.
- The Leadership Development Programme for all middle and senior managers was launched in January 2024 with 44% of Leading with Courage delegates and 76% of Leading for Impact delegates having commenced the programmes.

Governance process

The Workforce Report is presented to the Executive Management Team prior to its presentation to the Staff Governance Committee and the Board.

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

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Workforce senior team and are available for any member of the Executive Management Team, Staff Governance Committee, or the Board on request. Our aim is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams.

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.

Strategic alignment and link to Corporate Delivery Plan activity

3.1 Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people.

3.2 Ensure the organisation has effective leaders and managers that role model values and behaviours which enable an inclusive and supportive environment and strengthens their capacity and confidence to engage, develop and challenge staff to deliver excellence.

3.3 Deliver an inclusive culture that supports our people's health and wellbeing.

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.

1. RECOMMENDATION

Board members are asked to note the information contained within the Workforce Performance Report.

2. TIMING

2.1 This report provides metrics and analysis for the months April – June 2024 and includes historic trend information for comparison.

3. BACKGROUND

3.1 Overall the contents of the report demonstrates that we continue to progress towards achieving our strategic objectives as set out in our Workforce Strategy. Some key insights from the report worth highlighting are:

Successes:

- The rolling turnover reduced from June 23 (23.52%) to June 24 (18.99%).
- There had been an increase of 3.91% in Stability index from June 2023 (81.92%) to June 2024 (85.83%).
- Essential Learning hit highest recorded level with overall compliance reaching 90.5%.
- People First had been embedded as business as usual for Workforce related enquiries. This quarter we had received 1606 queries. KPIs of response timescales and satisfaction ratings amongst users continue to be exceeded.
- All staff were moved onto their reduced working hours and increased hourly rates across national systems, however due to tight timeframes staff initially continued to work the rota based on their previous contracted hours. By May, all HQ staff (305 heads), were working rotas that matched their contracted hours. August full time frontline got reduction. CRT continue developing the revised rotas, for circa 774 staff who wish to remain on the reduced hours, with the proposed implementation date, for working the new rotas in Q2.
- 69% completion of Year 1 of the data and digital transformation for workforce with 12 tasks completed and 14 in progress.
- Our Leadership courses for middle and senior leaders 'Leading with Courage' and 'Leading for Impact' respectively have commenced. 7% of middle leaders and 23% of senior leaders have completed their course. Both programmes will continue until December 2025. Level 1 Evaluation shows 99% of participants state that their programme meets or exceeds their expectations.
- Q1 saw a decrease in absence since Q4 (-0.61%).

Areas for continued development:

- Only Service Delivery (88.81%) remains below the 90% compliance level target for essential e-learning.
- Anxiety/Stress & Depression continues to be highest cause of absence. To support staff with their health & wellbeing we have increased support services. There is a SLWG set up with cross Directorate representation and staff side to be proactive in this space. The H&S Committee also have oversight and input.

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. This information will in turn inform and allow us to monitor progress made against the Workforce Strategy.

5. FINANCIAL IMPLICATIONS

5.1 Currently, there are no financial implications to highlight.

6. MEASURABLE BENEFITS

6.1 There is a suite of KPIs in place for measuring the success and identification of areas for improvement for all five strategic objectives of the Workforce Strategy. The KPIs are a measure of how workforce is aiding and contributing to the success of NHS 24.

Measurable benefits for each of the 5 areas include:

Sustainable Workforce

- Improved to recruitment and retention.
- Increased number of applications received from minority ethnic groups and number employed.
- Increased number of staff remaining with NHS 24 beyond 12 months.
- Improved vacancy management.
- Improved employer brand to support recruitment into call handler, nursing, and mental health hub roles.

Enhanced Learning and Development

- Increased training compliance reaches target of 90%.
- Increased H&S awareness and roles and responsibilities through completion of the e-learning modules.

Effective Leadership and Management

- Increased competence and capability of our leaders through our management and leadership programmes.
- Improved talent and succession planning for executive and senior management roles.
- Increased staff access to mentoring opportunities leading to improve job performance.

Inclusive Culture

- Reduced in accidents/incidents.
- Reducing number of successful personal injury claims.
- Increased number of confidential contacts.
- Increased staff awareness of Wellbeing Strategy.
- Increased engagement with People First.
- Improved EEI iMatter score.

Collaboration and Engagement

- Increased staff engagement through staff experience groups.
- Increased collaboration with external partners.
- Improved partnership working through delivery of the Area Partnership Forum action plan.

- Increased compliance with Facilities Time Agreement.

7. NEXT STEPS

- 7.1 A workforce update report would be provided quarterly to the Executive Management Team, Area Partnership Forum, Staff Governance Committee, and the Board as well as an end of year position and an annual report. The annual report is prepared in line with the Workforce Strategy which runs from October – September.

Workforce quarterly report

Quarter 1
April – June 2024



Workforce Strategy & Plan 2022-25



Quarter 1 Workforce Establishment



Key workforce information on NHS 24's establishment

SPOTLIGHT

Vacancy management is scrutinised monthly as part of Scottish Government efficiency requirements. Part of this work is to report on management of headcount in central functions job family to pre pandemic levels. This will be managed through our establishment control processes.

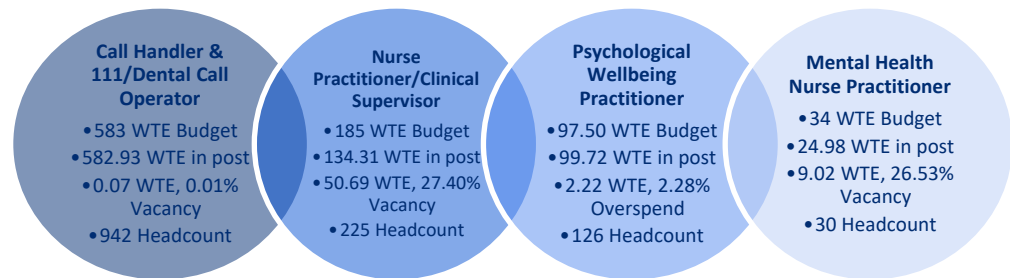
Work has commenced with ICT on phase 2 of the eRAF, to incorporate feedback received across past 12 months since implementation. Improvements include: functionality of the workflow and overall user experience, with a view to develop a list of enhancements that can be made from the lessons learned. The current timeline has a target date of August 2024 for implementation.

Workforce Plan Year 3 refresh questionnaire meetings are scheduled to take place with all Directors across July. The facilitated sessions will be attended by representatives from Workforce, Finance and TSPP to ensure alignment across workforce, service and financial planning.

Plans are underway to merge the Establishment Control Panel with the Strategic Workforce Planning Group in July 2024.



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.

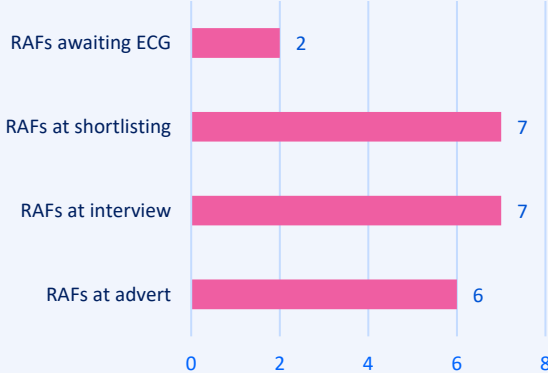




Sustainable Workforce



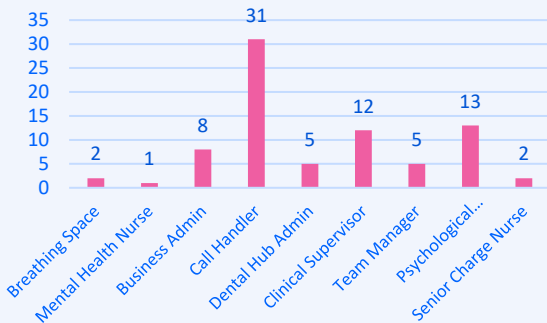
Recruitment



In Q1 Workforce and the Establishment Control Group received **39** RAFs for consideration. There are currently **37** jobs in the recruitment process at varying stages. These jobs are a mix of Corporate and High Volume Recruitment for Frontline.

Starters

NHS 24 recruited 79 new employees in Quarter 1.

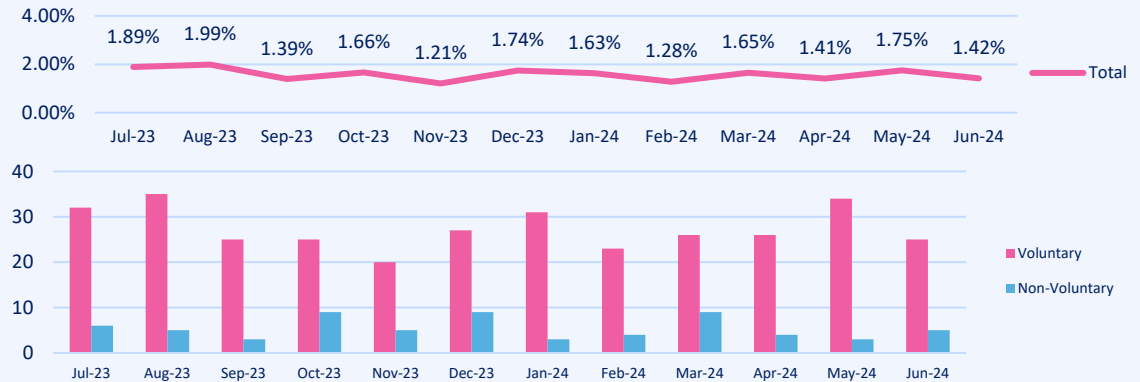


June Turnover
 1.42%, 30 heads
 -0.33%, -7 heads
Voluntary Turnover
 1.19%, 25 heads

Quarter 1 Turnover
 4.59%, 97 heads
 +0.27%, 6 heads
Voluntary Turnover
 4.02%, 85 heads

Rolling year Turnover
 18.99%, 394 heads
 -4.53%, -45 heads
Voluntary Turnover
 15.85%, 329 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 (so not including those who have either retired, finished a FTC or been dismissed).

As with previous quarters the most common leaving reason is **new employment** (30.93%, 30 heads), down from 39.58% the previous quarter. Of those 60.0% went to another NHS board (67.5% last quarter). Q1 saw 8 staff retiring, this was over a range of skillsets including 2 Clinical Supervisors, 1 Senior Charge Nurses and 2 Call Handlers. 12.37% (12 headcount) of leavers in Q1 left within 28 days of joining NHS 24 (compared to 18.75% the previous quarter). Of those 12, 10 gave training/induction as their reason for leaving.

SPOTLIGHT:

In Q1 exit interviews had a completion rate of 24.74% (24) for the quarter which is up from Q4's completion rate of 20.43% (19).

Sustainable Workforce

Quarterly Highlights

- Rolling Turnover continues to decline and is now **18.99%**. The target by September 2024 was 20% so we have made excellent progress.
- **Call handler target** continues to be met with the focus now shifting to increase Clinical Supervisor headcount rapidly.
- There is a **Clinical Supervisor Recruitment Action Plan** progressing with Service Delivery which covers attraction, shortlisting, interviewing and onboarding.
- Completion rates for **H&S elearning** for Q1 were **94.9%**.
- **69%** through year one of the data and digital transformation plan for workforce with 12 tasks completed and 14 in progress.

Quarterly Activity

- Online **living the values assessments** for Call Handlers and Clinical Supervisors are live with good feedback so far.
- Rolling out the use of **Adept 15**, a behavioural assessment, to wider roles to assess digital leader capabilities.
- A proposal to bring all **Executive and Senior Management Recruitment** in house was approved by the Remuneration Committee in June 2024.
- Successfully ran the end-to-end campaign for the **Exec Medical Director** and are progressing **Associate Director recruitment** for Workforce and Nursing and Care.
- We were asked to present to 22 HRDs via Colleges in Scotland on **Workforce Planning**. The presentation was well received.
- **Health and Safety Committee** is scheduled for 8 July 2024 at which we are doing a deeper dive into risk assessments.
- **Digital advances** include: - ER Case Management Tracker developed, People First Reporting developed, Induction intake tracker move to sharepoint, Flexible working automated process developed, Moving absence tracker to power BI.

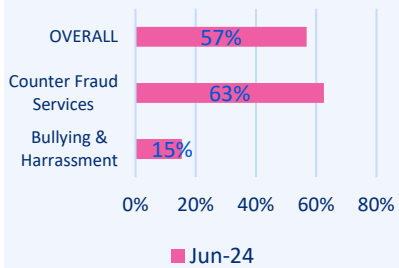


Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

TURAS | Learn Transitional Modules



A national benchmarking exercise to align NHS 24 more with other NHS Boards saw a **reduction** in transitional modules. These two modules are new to being recurringly completed which is why there is no comparable figures.

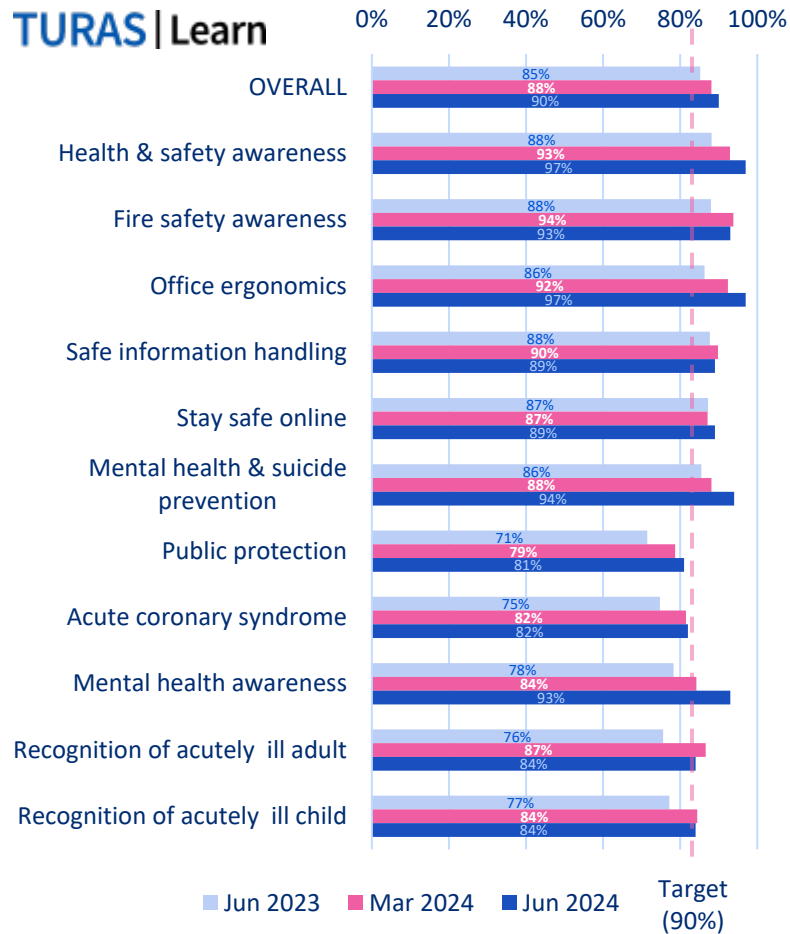
16 training groups CHs (6), NP/CS (5), Mental Health Hub (2), SCN 1-1 (1) and TM 1-1 (2)

80.30% completed training 53 of 66 staff completed the initial training process, 2 staff are still in induction.

CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.

TURAS | Learn



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.

The **overall compliance level for Essential Learning** is sitting at **90.5%**. This is **0.5%** above the target of **90%**.

Only **Service Delivery (88.81%)** remains below the **90% compliance level target**.

The suite of transitional modules has been **reduced** from 9 to 2. The compliance level for these modules is **57%**.

LEADERSHIP DEVELOPMENT PROGRAMME

44% of Leading with Courage delegates have **commenced** their programme, **7%** of delegates have already **completed** the programme.

76% of Leading for Impact delegates have **commenced** their programme, **23%** of delegates have already **completed** the programme.

SPOTLIGHT

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

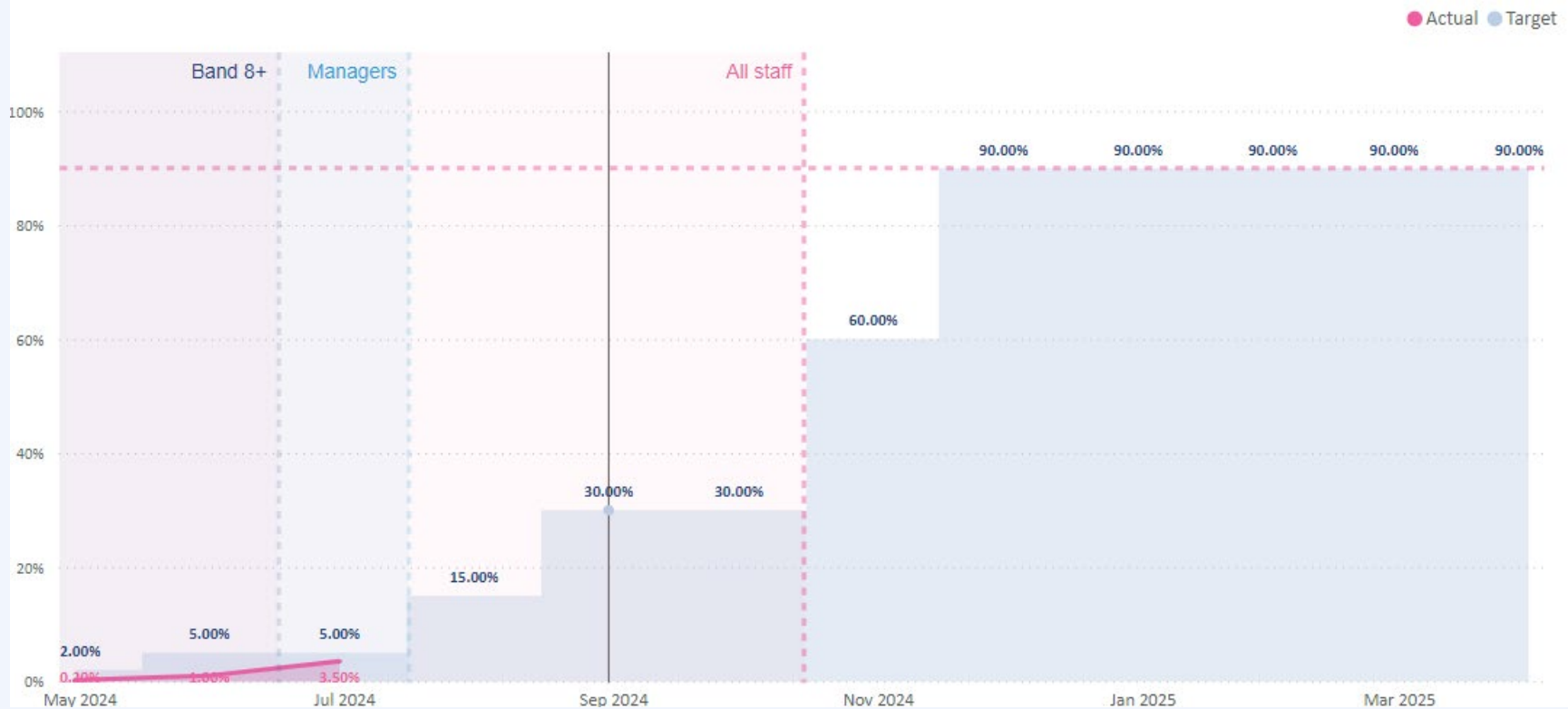


Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

TURAS | Appraisal



APPRAISAL ACTIVITY

In the 2024/25 appraisal window (April to March), all 3 components are required for a complete appraisal: A discussion, setting objectives and completing a PDP. At the end of quarter 1, **3.5% of staff** had completed all 3 of these required elements. This is **1.5%** lower than the target of **5%**.

New staff (< 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of Appraisal reporting.



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Essential Learning:** Overall completion levels have met and exceeded target at 90.5%. This is the first time NHS 24 have met this target and represents a significant milestone.
- **Leadership Development Programme:** Our Leadership courses for middle and senior leaders 'Leading with Courage' and 'Leading for Impact' respectively have commenced. 7% of middle leaders and 23% of senior leaders have completed their course. Both programmes will continue until Dec 25. Level 1 Evaluation shows 99% of participants state that their programme meets or exceeds their expectations.
- **Practice Education:** 80.30% of those who commenced the Core Training Programme have fully completed it.
- **Appraisal:** New appraisal year commenced on 1st April with a requirement at end year discussion to set objectives and PDP for year ahead. 3.5% of the organisation have completed all three of these elements this quarter with target being 5%.
- **Culture and Wellbeing:** Directorate level Culture and Wellbeing Action Plans commenced on 1st April and progress for Q1 being collated. Progress will be reported through Staff Experience Steering Group when available.

Quarterly Activity

- **Essential Learning** – The national benchmarking exercise has completed, approved by EMT and recommendations implemented.
- **Leadership Development Programme** – Delivery of both courses will continue through Q2. The full programme is not due to complete until December 2025 for all delegates. Regular updates will be provided to EMT and Staff Governance Committee.
- **Practice Education:** To coincide with Digital Transformation, a review of Practice Education was undertaken, and a group has been established to take forward recommendations from the review.
- **Appraisal** – Comms Plan for 2024 in place. Drop-in sessions have been made available to all staff. Appraisal Hub resource updated for year ahead.
- **Culture and Wellbeing:**
 - Directorate Culture and Wellbeing Action Plans:** All directorates will continue to progress and enhance their Actions Plans in Q2.
 - Culture and Wellbeing Dashboard:** Phase one of the culture and wellbeing dashboard has been developed. A summary of the key measures has been included later in this report. Taken together, these metrics build a picture of culture and wellbeing and will allow us to track shifts in the organisation.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

8.44% 8.04% 8.12%
 Rolling ↑ Quarter ↓ June ↑
 +0.76% -0.61% +0.22%

SICKNESS ABSENCE

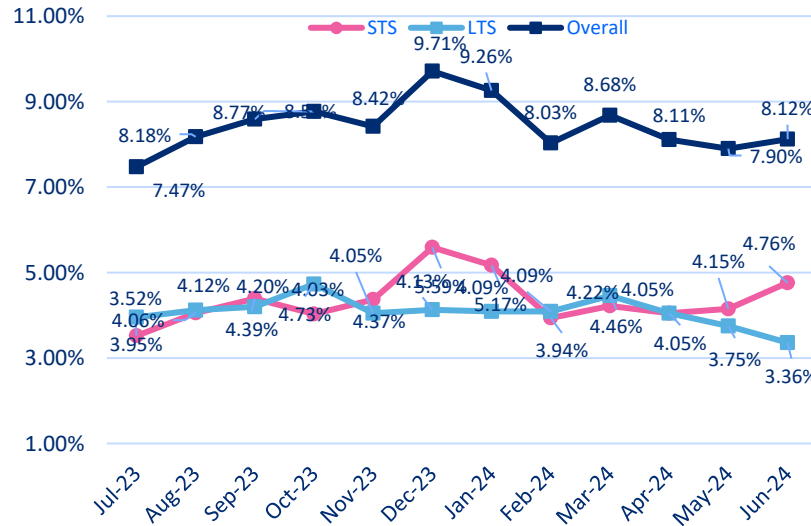
Attendance continues to be a focus for Service Delivery. Short Term absence has **increased** since the previous quarter (+0.30%) however, Long Term absence has **decreased** (-0.86%). This quarter has seen a **decrease** in absence since the previous quarter (-0.61%).

INSIGHTS:

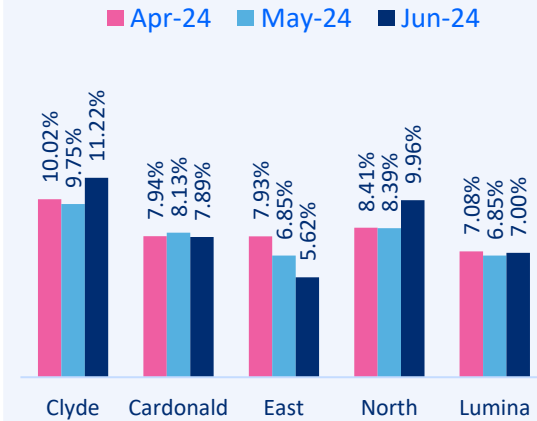
Clyde Contact Centre has seen the highest absence **decrease** from last quarter (-1.93%) followed by Cardonald (-1.12%) and East (-1.24%) with **North Contact Centre** seeing the highest **increase** (+0.97%).

Anxiety/stress/depression/other psychiatric illnesses has continued to be the **top reason** for absence in the past quarter. **Gastro-Intestinal Problems** has also seen an **increase** in the last quarter.

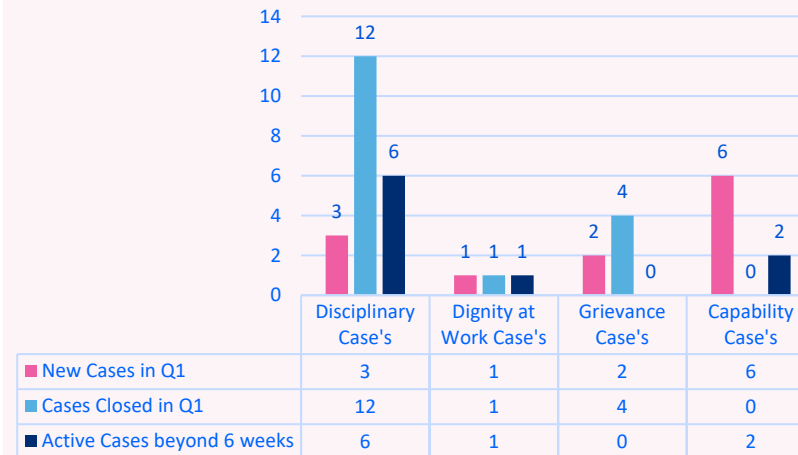
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



HIGHLIGHT:

The team are currently supporting a number of complex case management cases.

Sickness absence amongst new employees is of growing concern. Work to review and analyse this data has been completed and will be shared with Senior Management in Service Delivery.

The People Services Team is continuing to work with Service Delivery to support attendance management.

Inclusive Culture

Quarterly Highlights

- The **ticketing system (People First)** is now embedded as business as usual for Workforce related enquiries. This quarter we had received 1606 queries. KPIs of response timescales and satisfaction ratings amongst users continue to be exceeded.
- 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.
- A **lessons learned** approach has become part of our business as usual, working in partnership with our TU colleagues sharing the output with them.
- People Services have completed **new start absence and clinical absence audits**. To ensure the findings are captured and actions progressed, we have agreed to quarterly lessons learned sessions with Service Delivery senior management.
- The new **Visa Process** was completed this quarter and will now be a step-by-step detailed guide ensuring that **right to work** within NHS 24 is compliant with visa regulations.
- A plan has been agreed with ODLL to improve **Policy Training** and increase access for managers. This new training will refresh the current training and will be showcased on Learnmore24 this summer.
- **Reduced Working Week** In May, all HQ staff (305 heads), were working rotas that matched their contracted hours. During June, all front-line, part-time staff, who requested to move back to their old hours have been progressed. (circa 1024). CRT continue to develop the revised rotas, for circa 774 staff, with the proposed implementation date, for working the new rota's, in Q2.

Quarterly Activity

- The **Automated Flexible Working and Flexible Work Location process** is currently in its final stages of development and the team are currently testing this prior to launch in the next few weeks.
- The Team have delivered a variety of management **training session** during the last quarter on Bullying and Harassment, attendance, Special Leave, Grievance, Capability, Stress Risk Assessment and Flexible Working.
- In **Partnership**, Workforce and Trade Union colleagues attended a **Levelling session** on Injury Allowance. This session was led jointly by one of the HR Advisor's and TU representative.
- **Carer Week** ran from the 10th – 16th June, information about the support available to Carer's was provided on wallboards, Team Talk and on social media. It was highlighted at the staff experiences groups across the organisation.
- **Mediation** cases have increased, and the team are travelling to various locations across Scotland to support. Work is underway to focus on early intervention and resolution, trying where possible to avoid cases becoming formal.
- A **People Services newsletter** is being developed to communicate good practice and highlight important news with the wider workforce.
- Work is ongoing with WFP to develop a new **Case Tracker, KPI and Balance Score Card**. This will help us capture case timescales and produce reporting to track progress and improvements.
- **NHS 24 Work Related Stress SLWG** first meeting took place on the 14th June and will continue to meet monthly. This working group will focus on taking a holistic approach to managing stress through Health and Safety, Wellbeing, Case Management, and a particular focus on promoting healthy minds. The group will also consider safe working conditions and safe staffing levels as key factors that contribute to employee stress.