

ITEM: 10

**MEETING:** Trust Board 21/11/07

**TITLE:** Monthly Workforce Report

**SUMMARY:** An analysis of the monthly workforce figures and indicators

**ACTION:** For discussion

**REPORT FROM:** Paul Campbell

**SPONSORED BY:** Margaret Boltwood

**Financial Validation**

N/A

Lead: Director of Finance

**Compliance with statute, directions, policy, guidance**

N/A

Lead: All directors

**Compliance with Healthcare Commission Core/Developmental Standards**

Reference: N/A

Lead: Director of Nursing & Clinical Development

**Compliance with Auditors' Local Evaluation standards (ALE)**

Reference: N/A

Lead: Director of Finance

**Compliance with requirements of FT application and monitoring regime**

Reference: N/A

Lead: Director of Strategy & Performance

## **Quarter 2 Workforce Figures**

Attached are the workforce figures for the second quarter of the 2007/08 financial year. This is a revised format from the previous reporting process and highlights a number of key workforce performance indicators. The data is broken down by directorate and shows the budgeted establishment and the actual staff in post by whole time equivalent (wte) and headcount as at the end of the quarter. The number of wte vacancies is calculated from these numbers and from the monthly absence returns the amount of sick leave is recorded converted to wte. The number of leavers over the past twelve months is also recorded.

From this information four specific workforce indicators are derived. These being the vacancy, sickness, turnover and stability rates with all being calculated as a percentage. The turnover rate shows the number of leavers from the Trust during the past twelve months as a percentage of the overall staff numbers with the stability rate showing the number of staff with length of service above one year also shown as a percentage.

It is intended to provide some graphical representation of these performance indicators from the next quarter onwards to enable the monitoring of any trends in the figures.

Two of the indicators, sickness absence and turnover are also benchmarked against the average figure across all London Acute Trusts which are derived from returns provided by Trusts to the Department of Health.

### **Data sheet**

At the end of September the Trust had a staffing complement of 2034.0 wte against a budgeted establishment of 2393.4 wte meaning an overall vacancy figure of 359.4 wte which equates to a vacancy rate of 15.0 %. Within the Operational Divisions the highest vacancy level was in Diagnostics at 21.3%. The overall figure for Operations at 14.3% was however slightly below the Trust total. For the larger Corporate directorates Nursing & Clinical Development showed the highest figure at 16.9% with the average being 12.9%. The Facilities directorate had the highest figure of the Directorate groups standing at 20.5% which is significantly above the overall Trust figure of 15%.

The data shows that overall a combined total of 102.1 wte staff were on sick leave during September which equates to 5.0% of total staff. The highest rates within Operations were found in Diagnostics and Pharmacy at 6.6% and 6.8% respectively somewhat in excess of the overall figure of 4.7%. The Corporate directorates recorded a slightly higher figure with the combined total being 5.1%. However this was largely due to a particularly high figure in IM&T where the rate recorded was 10.1%. There have been some specific issues within the Medical Records department which are being tackled by management with support from Human Resources. It is anticipated that sickness levels will decline during quarter three. The Facilities directorate also recorded a high rate at 6.9% which is the highest rate for the Directorate groups. The overall sickness figure of 5% is above the benchmark figure across all London Acute Trusts of 4.1%. However it is expected that with specific resources being provided to tackle sickness management there will be a gradual improvement by the end of the current financial year.

Over the past twelve months there have been a total of 235.4 wte staff who have left the Trust. This figure excludes junior doctors who rotate across Trusts as part of their training. This equates to an overall turnover figure of 11.6% which reflects favourably against the benchmark figure for London Acute Trusts of 14.0%. Within Operations the combined figure was 11.9% with the highest rates in Medicine & Therapies and Pharmacy at 15.5% and 13.6% respectively. Despite a relatively high figure in Human Resources the Corporate directorate recorded a turnover figure below 10% with the Finance directorate having a particularly low rate of 1.9%. The turnover rate in Facilities was also very satisfactory at 10.9%.

With relatively low turnover rates it is unsurprising that the stability rates across the Trust are high with the overall figure being 84.5%. Within Operations all the directorates recorded stability rates above 80% with the total figure being 84.9%. The Corporate directorate saw a slightly higher figure of 88.6% with Facilities slightly lower than the average but still at 82.5%.

Workforce Indicators

Month: September 2007

Directorate Group	Directorate	Budgeted WTE	Actual WTE	Headcount	Vacancies WTE	Sickness WTE	Leavers WTE	Vacancy rate %	Sickness rate %	Turnover rate %	Stability rate %
Operations	Director of Operations	29.5	29.8	31	-0.3	1.0	5.5	-1.0	3.4	18.3	81.7
	Director of Primary Care	4.4	3.0	3	1.4	0.0	0.0	32.1	0.0	0.0	100
	Diagnostics	266.2	209.4	222	56.8	13.8	25.4	21.3	6.6	12.1	86.9
	Medicine & Therapies	596.3	538.4	574	57.9	24.9	83.2	9.7	4.6	15.5	83.9
	Surgery & Cancer	495.2	404.5	418	90.7	17.8	36.1	18.3	4.4	8.9	83.6
	Women & Children	412.0	357.8	406	54.2	13.8	32.8	13.2	3.9	9.2	85.4
	Pharmacy	74.1	66.2	73	7.9	4.5	9.0	10.6	6.8	13.6	86.4
<b>Operations Total</b>		<b>1877.7</b>	<b>1609.1</b>	<b>1727</b>	<b>268.6</b>	<b>75.8</b>	<b>192.0</b>	<b>14.3</b>	<b>4.7</b>	<b>11.9</b>	<b>84.9</b>
Corporate Directorates	Finance	59.1	53.6	55	5.5	2.0	1.0	9.3	3.7	1.9	89.2
	Human Resources & Corporate Affairs	28.9	27.7	32	1.2	0.5	5.0	4.3	1.8	18.1	81.9
	Information Management & Technology	64.5	55.5	57	9.0	5.6	6.6	14.0	10.1	11.9	86.3
	Medical Education	7.1	5.0	5	2.1	0.0	2.0	29.5	0.0	40.0	60.0
	Nursing & Clinical Development	31.4	26.1	33	5.3	0.7	1.2	16.9	2.7	4.6	95.4
	Strategy & Performance	5.9	3.7	4	2.2	0.0	0.0	38.0	0.0	0.0	100.0
<b>Corporate Total</b>		<b>196.9</b>	<b>171.5</b>	<b>186</b>	<b>25.4</b>	<b>8.8</b>	<b>15.8</b>	<b>12.9</b>	<b>5.1</b>	<b>9.2</b>	<b>88.6</b>
<b>Facilities Total</b>		<b>318.7</b>	<b>253.3</b>	<b>289</b>	<b>65.4</b>	<b>17.5</b>	<b>27.6</b>	<b>20.5</b>	<b>6.9</b>	<b>10.9</b>	<b>82.5</b>
<b>Grand Total</b>		<b>2393.4</b>	<b>2034.0</b>	<b>2202</b>	<b>359.4</b>	<b>102.1</b>	<b>235.4</b>	<b>15.0</b>	<b>5.0</b>	<b>11.6</b>	<b>84.5</b>
<b>Benchmark London Acute Trusts</b>									<b>4.1</b>	<b>14.0</b>	