Item 6

Moorfields Eye Hospital NHS
NHS Foundation Trust

Report to the Board of Directors – 20 October 2016	
Report Title	HR Strategy Action Plan Q2 Report
Report from	Sally Storey, Director of Human Resources
Prepared by	Sally Storey, Director of Human Resources Rick Witham, Workforce Information Manager Vanessa Donovan, Learning & Development
Impact Of CQC Domain	Safe, Effective, Caring, Responsive, Well Led
Impact on Corporate Objectives	Demonstrates progress against the trust corporate objective to develop our people and our organisation as a great place to work and provide care.
List of attached appendices (if applicable)	n/a
Reference documents (e.g. previous reports or appendices NOT attached)	n/a

Brief Summary of Report

The report is in two sections. The first section provides key workforce performance indicators including mandatory training. The second section describes progress against the HR strategy action plan for the quarter.

Key headlines are that the selection process for the senior teams in the new clinical management structure is well under way, with an assessment centre scheduled in early November. Mandatory training and appraisal compliance has dipped slightly and needs renewed focus in the coming quarter. Recruitment activity has suffered as a result of unprecedented turnover in the recruitment team but a new team is forming under a new manager.

Action Required/Recommendation

Board members are asked to note progress against the action plan, and key performance indicators.

Workforce metrics

Headlines and overall KPIs

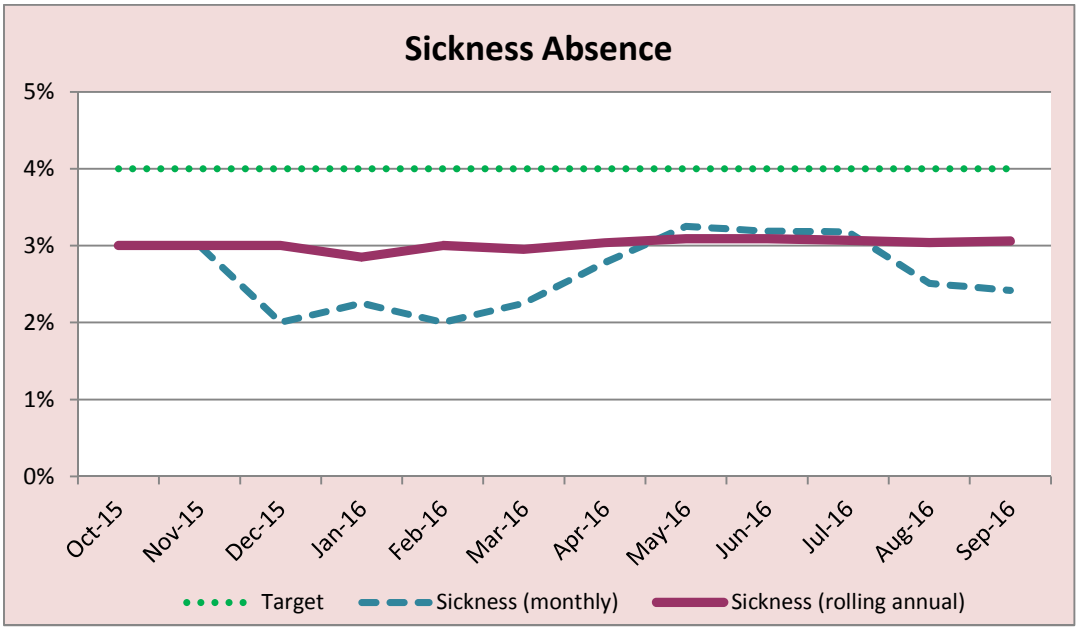
- The rolling annual sickness rate is currently 3.1%, and has remained steady over the past 12 months, keeping us well below the Trust KPI Target of 4%.
- The Turnover rate is currently 22%, the same as it was at the turn of the year, whilst Stability has remained steady around the 80% mark. Both of these figures are affected by the large number of staff on fixed term contracts, such as trainees and clinical fellows,whose departure is planned.
- Overall Headcount and FTE has remained steady throughout Quarter 2.
- The vacancy rate has increased to 14%. Vacancy hotspots are the subject of close scrutiny within management teams, supported by their HR Business Partners.

Please note: The figures provided in this section of the report include all paid staff including locums, and exclude contractors, honorary contract holders and volunteers.

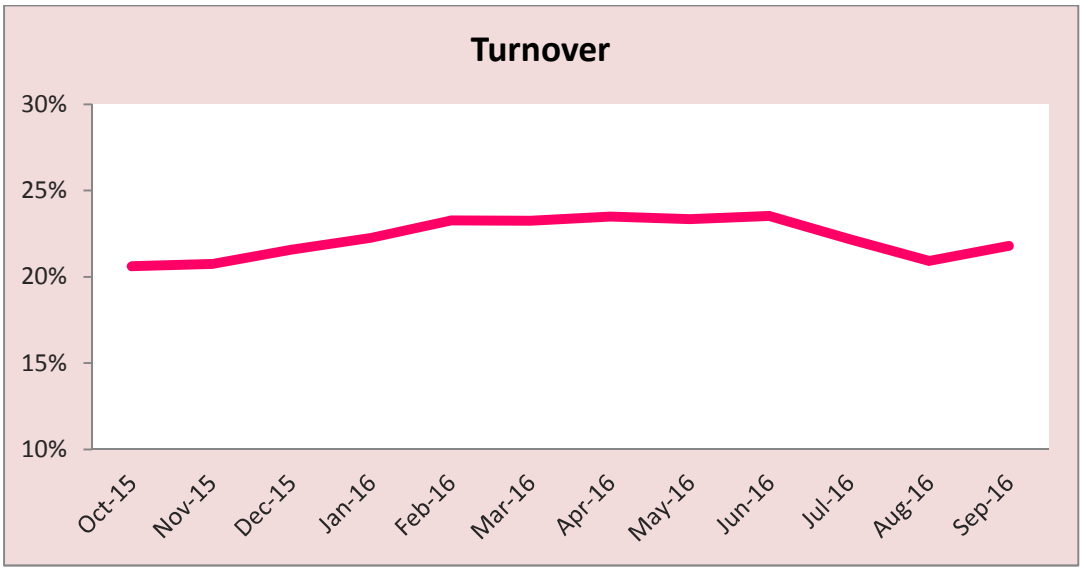
Key workforce metrics: Summary

KPI	Target	Q1 2016-17	Q2 2016-17	Trend	RAG
Full Time Equivalent (FTE)	N/A	1,830	**1,827**	↓	
Headcount	N/A	2,157	**2,197**	↑	
Vacancy Rate	N/A	12%	**14%**	↑	
Turnover	N/A	24%	**22%**	↓	
Stability	N/A	79%	**81%**	↑	
Sickness (monthly)	4%	3.2%	**2.4%**	↓	
Sickness (rolling annual)	4%	3.1%	**3.1%**	↔	

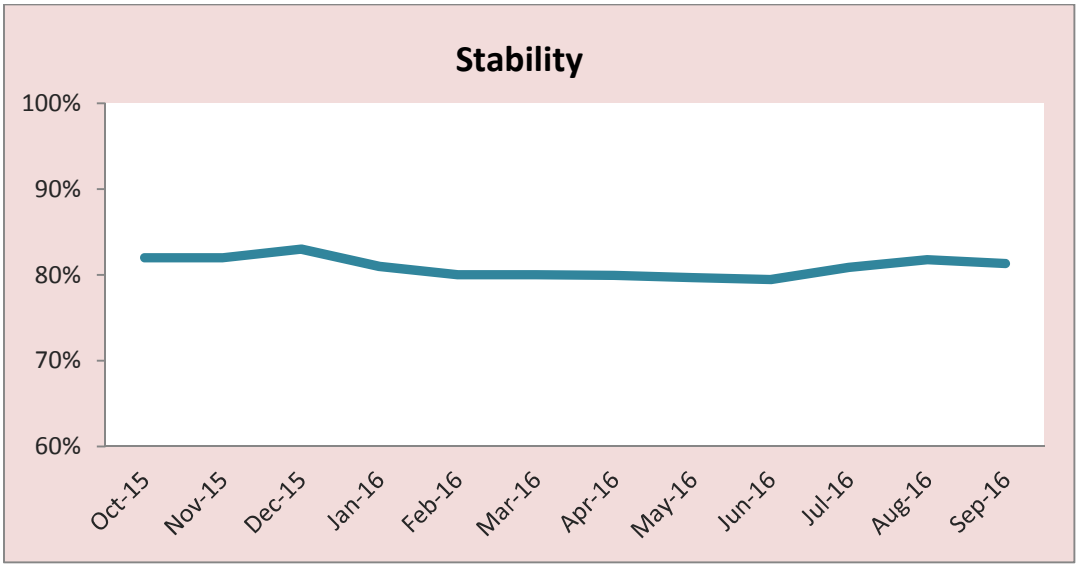
Key workforce metrics: By KPI



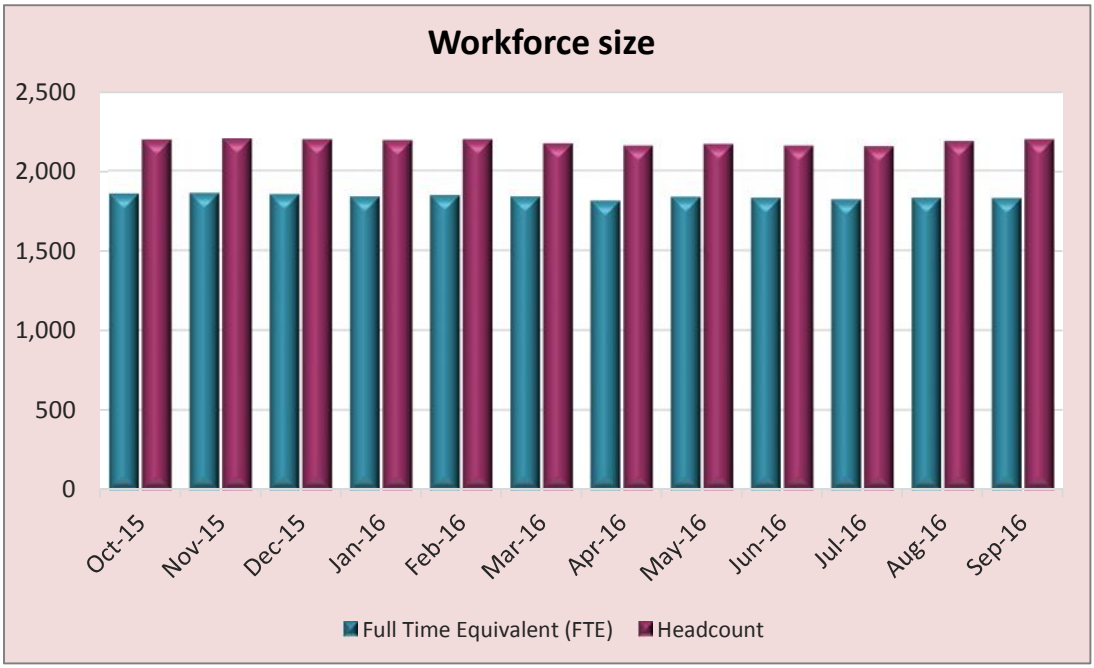
The rolling annual sickness rate has remained steady over the past 12 months, currently at 3.1%. This is nearly 1% lower than our target rate of 4%. Monthly sickness rates are reflected by the dotted blue line in the chart above.



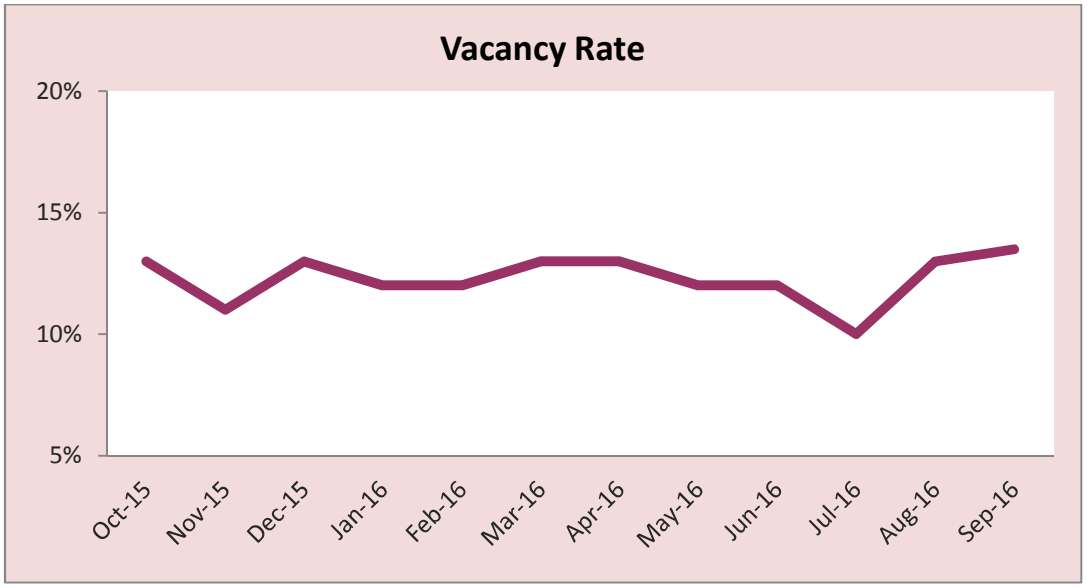
Turnover peaked at 24% at the end of the first quarter, before dropping off over the second quarter – increasing again in September 2016. The current turnover rate of 22% is the same as it was at the turn of the year. Future reports will also look at Voluntary Turnover, as well as turnover rates by Staff Group. This will stripout the staff who are engaged on fixed term contracts of a year or less, such as trainees and clnical fellows, whose planned departure inflates the turnover figure.



Stability levels have remained around the 80% mark over the past 12 months.



The size of the organisation has remained steady over the past year.



The Vacancy rate dipped to 10% in June 2016 but has progressively increased over the rest of Quarter 2 to its current level of 14%.

Workforce Metrics: Definitions/Calculations	
Sickness Absence	Sickness Absence is calculated based on the number of hours lost as a percentage of the hours available within the specified period – either a month or a rolling year. Rolling Annual Sickness is a standard NHS-wide measure that looks at total absence over the past 12 months rather than just the current month. This provides a more informed view of absence rates within the organisation because seasonal and other fluctuations are ironed out.
Turnover	Turnover is calculated by taking the number of Leavers (headcount) in the specified period divided by the average Staff in Post in that period. The intention is to exclude fellows and doctors in training from this calculation in future.
Stability	Stability is calculated as the percentage of staff that have remained with this organisation for a period of at least 12 months. The intention is to exclude fellows and doctors in training from this calculation in future.
Vacancy Rate	The vacancy rate is calculated based on filled posts compared to the budgeted estbalishment. This information is currently held within the Finance system.

Mandatory training compliance

Mandatory training compliance in some subjects has shown a slight dip towards the end of quarter 2. A variety of reasons lie behind these changes, and these are detailed below along with remedial actions.

Subject	Target	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17
Appraisal	**80%**	59%	61%	51%	73%	74%
Adult Basic Life Support	**80%**	70%	72%	68%	69%	65%
Child Protection 1	**80%**	83%	83%	83%	81%	82%
Child Protection 2	**80%**	89%	89%	83%	81%	81%
Child Protection 3	**80%**	88%	86%	80%	82%	88%
Corporate Induction	**60%**	90%	90%	90%	89%	89%
Conflict Resolution	**60%**	76%	81%	83%	86%	66%
Equality & Diversity	**80%**	83%	84%	91%	91%	91%
Fire	**80%**	75%	81%	82%	79%	80%
General Health and Safety	**70%**	86%	86%	88%	87%	87%
Infection Control level 1	**80%**	80%	84%	86%	86%	88%
Infection Control 2 (Patient Areas)	**80%**	88%	57%	83%	83%	75%
Information Governance	**95%**	86%	87%	94%	87%	89%
Local Induction Checklist	**60%**	80%	81%	86%	88%	86%
Object handling	**80%**	65%	72%	69%	77%	77%
Paediatric Life Support	**80%**	68%	59%	73%	63%	61%
Patient handling	**80%**	85%	79%	66%	69%	63%
Prescribing Practice	**80%**	79%	79%	84%	83%	78%
Risk & Safety Management	**70%**	57%	82%	75%	75%	72%
Safeguarding Adults	**80%**	80%	82%	82%	81%	82%

Appraisal has been the subject of discussion at Management Executive along with mandatory training compliance generally, and all directors are committed to a recovery plan for their areas. Clinical operational services have significantly increased their compiance levels and corporate departments now need to do the same.

Adult Basic Life Support and Paediatric Basic Life Support compliance levels are not RAG rated because the data that feeds this table is still being worked on, and compliance figures are depressed because staff who do not need this training will continue to be included in the data until remedial work on the Insight system is completed.

Conflict resolution sessions are being widely promoted to increase the uptake of these sessions.

Infection control training has suffered high levels of DNAs (cancellations and no shows). Communication is being cascaded out to all managers about the importance of training attendance, and an analysis of hot spot areas for DNAs will be discussed at the next Mandatory Training Committee.

Information Governance compliance requirements set at 95% nationally remain a challenge, and we have made it as easy as possible for staff to comply by developing our own internal IG on line refresher. Sanctions for non compliance such as disabling individuals' access to clinical and other systems may need to be re-introduced.

Object handling training sessions have been increased. Availability of these has impacted on the ability of staff to access the training.

Patient handling sessions have been limited in supply since they have been provided by an external trainer, but a nw arrangement is being put in place within which a newly appointed resuscitation trainer will provide patient handling sessions as well, increasing the availability.

HR Strategy Action Plan

The following section provides an overview of HR activity in support of the Trust's overall vision and strategic objectives.

HR Action Plan 2016-17 – summary and progress report	Lead	Q1	Q2	Q3	Q4	Comment on progress in current quarter
TALENT MANAGEMENT						
Refresh the organisation's talent map, develop our best people to lead our organisation and identify gaps that we need to address.	**RB**	**G**	**G**			Business case for the development of new leaders approved by ManEx and consultancy engaged to prepare development centre and supporting activities.
RECRUITMENT & RETENTION						
Benchmark recruitment KPIs to ensure a reduction in time to hire and that customers' needs are met.	**SM**	**G**	**A**			Unprecedented turnover in the recruitment team has impacted on business as usual and development of benchmarks will be picked up once the team stabilises.
Identify recruitment and retention hotspots, and develop action plans.	**HRBPs**	**G**	**A**			A number of hotspots identified, workforce plans have been refreshed by service. New recruitment manager tasked with a developing a recruitment strategy once his team is in place.
Increase the use of social media to promote employment within the trust and reach a wider audience.	**SM**	**G**	**A**			New recruitment manager appointed with a special interest in the development of social media, but has not had the headroom to develop a strategy as yet.

HR Action Plan 2016-17 – summary and progress report	Lead	Q1	Q2	Q3	Q4	Comment on progress in current quarter
Review on-boarding processes to ensure that staff effectiveness and engagement is maximised.	RB	G	G			Positive feedback received on induction process. Some changes made in response to suggestions.
CQC PREPARATION						
Complete the review of HR polices	D O'M	G	G			HR policy reviews completed on time and schedule up to date.
Ensure robust contractual arrangements support the trust's use of other trusts' staff in satellites	SS	G	A			Recommendations still in development
DEVELOPING THE ORGANISATION						
Develop HR & OD strategy following the trust's strategy refresh.	SS	G	G			Refresh under way. Analysis of HR and OD actions flowing from Carter, STPs etc complete.
Strengthen clinical engagement across the Trust by implementing the clinical management structure review recommendations relating to our structure, roles and governance processes.	JQ	G	G			Consultation conducted and concluded. Expressions of interest in new roles invited and assessment centre to select new teams arranged for November 2016.
Embed The Moorfields Way (TMW) and evaluate the difference it is making through improved performance in the friends and family test.	AC	G	G			Q2 staff FFT results published and the proportion of respondents who have reported that TMW is making a positive difference has risen from 36% in Q1 to 45%.
Implement the recommendations from the 7 day services review.	SS	A	G			The planning round for 2017-19 will launch in Q3 and service plans will be expected to incorporate plans for extended (six and seven day) working as appropriate.

HR Action Plan 2016-17 – summary and progress report	Lead	Q1	Q2	Q3	Q4	Comment on progress in current quarter
JUNIOR DOCTOR CONTRACT IMPLEMENTATION						
Develop and implement plans to introduce the new junior doctors' contract.	**EJ**	**G**	**G**			Rotas assessed and two out of six require amendment to comply with anticipated requirements. Guardian of Safe Working post appointed.
EDUCATION STRATEGY						
Recruit a Director of Education to lead and develop an integrated education directorate.	**SS**	**G**	**A**			Appointment process in train, closing date for search is 26 October 2016.
Complete and gain approval for an education business plan that describes how education will develop and grow.	**SS**	**A**	**A**			A comprehensive and joint (with IoO) education business plan is dependent on the appointment of the director, but in the meantime a joint education strategy group is picking up, co-ordinating and progressing a number of actions in support of this objective
Develop an expanded apprenticeship scheme of between 80 and 100 apprentices in preparation for the introduction of the Apprenticeship Levy in April 2017	**RB**	**G**	**A**			The joint education strategy group will pick this up in Q3.
EQUALITY, DIVERSITY & STAFF WELL-BEING						
Review the trust's work to meet the requirements of the workforce race equality standard (WRES).	**TBC**	**A**	**A**			Awaiting appointment to vacant posts in HR before new E&D lead can be assigned.

HR Action Plan 2016-17 – summary and progress report	Lead	Q1	Q2	Q3	Q4	Comment on progress in current quarter
Revisit trust statistics on discipline and grievance by ethnic group and determine whether further action is needed to address any inequality of treatment	**TBC**	**A**	**A**			Awaiting appointment to vacant posts in HR before new E&D lead can be assigned.
Develop and implement health and wellbeing plan to secure CQUIN funding in 2016-17.	**D O'M**	**G**	**G**			CQUINN plan well under way, including a range of physical and mental wellbeing activities, a successful Health and Wellbeing Week, and 33 teams trust wide signed up for the Global Corporate Challenge of a virtual walk around the world in 100 days.

Red	Significantly behind target	Amber	Progressing but behind target	Green	On target/complete