

UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

BOARD OF DIRECTORS

THURSDAY 26 JULY 2018

Title:	Annual Workforce Reports – University Hospitals Birmingham NHS Foundation Trust (UHB) and Heart of England NHS Foundation Trust (HEFT)
Responsible Director:	Tim Jones, Executive Director of Workforce and Innovation
Contact:	Mike Jones, Director of Human Resources Ext: 17601

Purpose:	To provide the Board of Directors with an update of the key issues, activity and progress made in the development of the Workforce during 2017/18 for both UHB and HEFT and the priorities for 2018/19.
Confidentiality Level and Reason	N/A
Annual Plan ref:	To create a fit for purpose workforce for today and tomorrow
Key Issues Summary	Provides an update for the Board of Directors against the 5 main themes of the Workforce strategy: <ul style="list-style-type: none">• Workforce Planning;• Medical Workforce;• Workforce Transformation;• Workforce Operations;• Workforce Governance.
Recommendations	The Board of Directors is asked to: <ul style="list-style-type: none">• Accept the 2017/18 Annual Workforce Reports for UHB and HEFT;• Accept the workforce priorities for 2018/19 for the merged Trust;• Approve the publication of the Annual Workforce Reports.
Approved by Tim Jones	Date: 19 July 2018

UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

BOARD OF DIRECTORS

THURSDAY 26 JULY 2018

ANNUAL WORKFORCE REPORT

PRESENTED BY THE EXECUTIVE DIRECTOR OF WORKFORCE AND INNOVATION

1.0 Purpose

The Annual Workforce Report aims to provide the Board of Directors with a review of the progress made during 2017/8 in improving the workforce of UHBFT and HEFT. The report also includes workforce statistics that meet the Trusts' statutory responsibilities under the Equality Act 2010 and are attached in Appendices 2 and 3 of each Trust's detailed report.

2.0 Report Summary - UHBFT

The report outlines the 5 key themes [detailed below] underpinning workforce strategy and progress made in delivering against the themes.

2.1 Workforce Planning

Robust workforce planning took place to help support the future challenges facing the NHS and to also assist in completing the annual workforce plans for Health Education West Midlands and NHS Improvement.

2.2 Medical Resourcing

The main challenge for Medical Resourcing in 2017/18 was to embed the 2016 Doctors in Training (DiT) contract into the Trust and to attract good quality medical staff given the national shortages. This was hampered by Immigration rules which saw the restriction of Certificates of Sponsorship for Core Trainee level doctors recruited from outside the European Union (EU).

2.3 Workforce Transformation

The focus in 2017/18 was to ensure workforce implications of planned service expansions were appropriately implemented. There was continued support to address challenges of the current and future NHS which require new ways of working and innovative workforce strategies and practices to create a flexible workforce. This included a number of projects to restructure departments, review skill mix, shift patterns and extend working hours/weeks to meet changing demands in the provision of patient care.

2.4 Workforce Operations

There was a continued focus on achieving Key Performance Indicators (KPI) and working with department managers and Staff side to reduce the length of time taken to conclude disciplinary and grievance cases. Sickness absence rates increased in 2017/18, and work continued to endeavour to drive this down, including case conferences with Directors of Operations and Associate Directors of Nursing to focus on absence management strategies, and further staff wellbeing developments. Bespoke training was delivered to managers across the Trust to ensure that managers have the necessary skills to support the workforce.

2.5 Workforce Governance

Robust workforce governance systems continued to be utilised and embedded in 2017/18 to ensure the Trust's compliance with legislative requirements and best practice. Further progress was made in 2017/18 in developing an inclusive workforce and working environment. The Trust published its diversity data and progress on equality initiatives in line with the Equality Delivery System and its duties under the Equality Act 2010 including the first reporting of the Trust's Gender Pay Gap. The Staff Survey results were analysed and reported on.

2.6 Conclusion

There are some significant workforce issues that the Trust is facing currently in an uncertain and shifting political and economic climate. However, the Board can be assured that a number of work streams are ongoing in order to mitigate any risk to patients, staff or the Trust. There are also many opportunities that we can maximise, with the strong foundation of a stable workforce that is highly committed, well-motivated and fairly managed. For the coming year and beyond it is essential that standards are consistently applied across the entirety of the newly expanded Trust.

3.0 Report Summary - HEFT

The report outlines the 5 key themes [detailed below] underpinning workforce strategy, progress made in delivering against the themes

3.1 Workforce Planning

The priorities for 2017/18 were to complete a one year refresh of the workforce plan (submitted to NHSI and Health Education West Midlands in 2016/17) and to monitor performance against the plan in order to report progress, identify workforce risks, and influence recruitment planning.

3.2 Medical Resourcing

The main challenge for Medical Resourcing in 2017/18 was to embed the 2016 Doctors in Training (DiT) contract into the Trust and to attract good quality medical staff given the national shortages. This was hampered by Immigration rules which saw the restriction of Certificates of Sponsorship for Core Trainee level doctors recruited from outside the European Union (EU).

3.3 Workforce Transformation

The last 12 months saw further changes to team structures and working arrangements, to improve accountability and achieve more efficient working. These included changes to a number of Corporate departments including relocation of teams. There were also a number of TUPE transfers, the largest being the transfer in of around 1000 Facilities staff which provided an opportunity to improve the service provided to patients. A joint approach with University Hospitals Birmingham NHS Foundation Trust to the new national apprenticeship levy was implemented with the creation of terms and conditions of employment which place both Trusts in the best position to attract new staff to trainee roles, and maximise the ability to drawdown from the levy.

3.4 Workforce Operations

The Operational HR team provides generalist support to Operational and Corporate teams including employee relations advice and support. The team has a central role in working with managers to deliver improvements across the range of workforce KPIs, and lead the delivery of specific workforce initiatives. Senior HR Managers and their support staff are aligned to Divisional triumvirates and corporate functions.

Time to hire for non-medical recruitment fluctuated over the last 12 months with an increase in vacancies particularly within the nursing areas. This pressure was recognised and actions taken to manage the high volumes of recruitment and clearances of staff.

Sickness absence performance fluctuated over the last months and whilst the overall Trust target of 4% was not achieved consistently, improvements were delivered in key hotspot areas and improved health and well-being offers for staff, including confidential counselling support, basic health checks and fast track physiotherapy services. New and existing managers were supported to help manage long and short term absence with a number of managers receiving absence management training in the last 12 months.

3.5 Workforce Governance

The Strategic Workforce Group and the Operational Workforce Committee supported improved governance arrangements and oversight of performance, policies and practice across the Trust. During the early part of 2018 the Head of Operational HR provided regular reports to the Trust's Weekly Executives' Meeting on matters relating to workforce, providing Executive level oversight and sign off.

Over the last 12 months, the Trust successfully discharged its responsibilities for equality and diversity through delivery of the workforce race equality standard (WRES), and Equality Delivery System (EDS) 2 and further enhanced staff engagement by holding regular staff engagement sessions on progress with the Trust merger. The Trust has published its gender pay gap and the Annual Quality report in line with the Equality Delivery System and its duties under the Equality Act 2010.

A programme of HR policy review was also initiated supported by improved monitoring arrangements, enabling the Trust to align its policies to latest best practice, and improve support to managers. Policy reviews were conducted in partnership with staff side.

3.6 Conclusion

The annual report illustrates a wide range of activities and significant progress in human resource management. The pre-merger joint working with UHB was highly productive and gives cause for optimism for the future.

4.0 Priorities for 2018-19

The overarching workforce priorities for 2018/19 focus on 6 key areas:

- 1) The development of the STP workforce priorities across Birmingham and Solihull which include work streams on staff health and wellbeing, pay and reward, and workforce supply and capacity.
- 2) Full implementation of the national pay and conditions including:
- 3)
 - The implementation of the new national Agenda for Change contract for non-medical staff;
 - Future changes to Consultant contract and terms and conditions.

- 4) Ensuring consistency of Trust wide standards across all aspects of employment practice as soon as practicable.
- 5) Improvements in attendance and the reduction of sickness absence.
- 6) Revised policies and procedures for the merged Trust, undertaking scheduled reviews and updating in line with legislation and best practice, implementing protocols for policy consultation with Staff side and within HR to ensure timely progression.
- 7) Continue efforts to reduce reliance on the requirement for temporary staff and drive down medical locum agency costs in line with NHSI targets, and finance recovery plans.

5.0 Recommendations

The Board of Directors is asked to:

- 5.1 Accept the 2017/18 Workforce Reports for both UHB and HEFT
- 5.2 Accept the workforce priorities for 2018/19 for the merged Trust
- 5.3 Approve the publication of the Annual Workforce Reports.

Tim Jones
Executive Director of Workforce and Innovation