

## Navigation Guide- February 2013 (Month 11)

|                                  |  |
|----------------------------------|--|
| <b>Paper No:</b>                 | NHST(13)024  |
| <b>Period Covered:</b>           | 1st March 2012 to 28th February 2013   |
| <b>Subject:</b>                  | HR Indicators Report   |
| <b>Purpose:</b>                  | To provide an update to the HR Council regarding the current position in relation to Budgeted / Actual staff in post and the management of sickness absence in the Trust.  |
| <b>Summary:</b>                  | The Trust is able to demonstrate a robust approach to managing sickness absence. Further work has been identified to support on going sickness absence. To provide an understanding of related workforce issues eg. monitoring of actual/budget staff in post and trajectory towards Finance/Workforce submission. |
| <b>Corporate Objectives met:</b> | Competent and Capable Workforce; Governance.   |
| <b>Financial Implications:</b>   |  |
| <b>Stakeholders:</b>             |  |
| <b>Recommendation(s):</b>        | To note contents.  |
| <b>Review Date:</b>              |  |
| <b>Author:</b>                   | John Foo, Head of Workforce Planning.  |
| <b>Presenting Director:</b>      | Anne-Marie Stretch, Director of Human Resources.   |
| <b>Board Date:</b>               | 28/03/2013   |

|           |  |
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## Executive Summary – February 2013 (Month 11)

### Staff in post

1st Apr 2012 28th February 2013  
3615.84 3723.82 Diff +107.98 wte

Current Budgeted WTE (All Staff) = 3798.61  
Current Staff in post (All Staff) = 3723.82  
Current Unfilled Established Posts WTE = 74.79

### Activity

Number of New Starters 1st April to 28th February (Headcount) = 378  
Number of Leavers 1st April to 28th February (Headcount) = 356

### Staffing Position Qualified Nurses and HCA's

#### OVERALL TRUST POSITION (WTE)

|                | Qualified Nurses | HCA'S |
|----------------|------------------|-------|
| Funded Posts   | 1236             | 528   |
| Actual in Post | 1196             | 531   |
| Vacant Posts   | 40               | -3    |

#### WARD BASED STAFF (WTE)

|                | Qualified Nurses | HCA'S |
|----------------|------------------|-------|
| Funded Posts   | 800              | 435   |
| Actual in Post | 784              | 432   |
| Vacant Posts   | 16               | 3     |

#### Recruitment Activity (Staff appointed awaiting clearance)

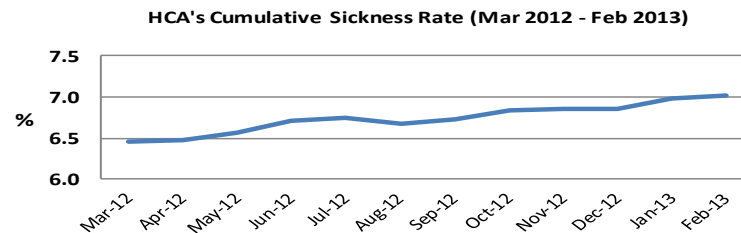
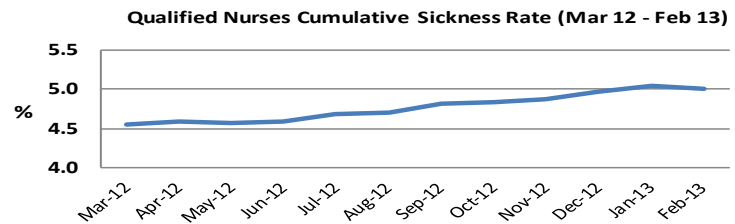
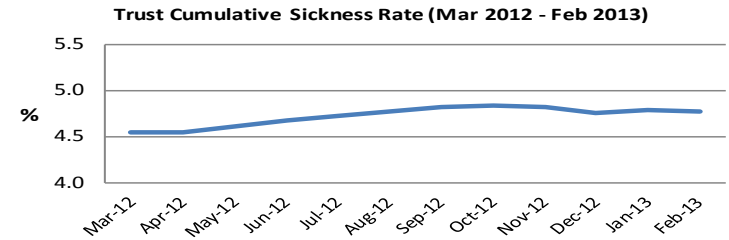
WTE = 78.47

| HR Scorecard Indicator         | Current Month | Target | Performance against Target |
|--------------------------------|---------------|--------|----------------------------|
| Trust FTE in post              | 3723.82       | 3513 * | Amber                      |
| Trust Head Count in post       | 4373          | 4145   | Amber                      |
| Turnover Rate                  | 8.57%         | 9.80%  | Green                      |
| Rolling 12mth Sickness Absence | 4.77%         | 4.00%  | Red                        |
| Monthly Sickness Absence       | 4.63%         | 4.00%  | Red                        |
| Ethnicity Profile              | 10.45%        | 3.07%  | Green                      |
| PDRs completed                 | 68.00%        | 85.00% | Red                        |
| Statutory & Mandatory Training | 82.00%        | 85.00% | Amber                      |

\* Please see HR Scorecard Narrative for details on Target.

### Sickness

The Trust cumulative sickness rate shows a small decrease of 0.02% over the last months figure. However over the last 12 month period the cumulative figure has increased by 0.23%.



### Qualified Nursing and HCA's Sickness

Cumulative sickness for both these group of staff continues to rise although Qualified Nurses has decreased slightly since the previous month. This is being closely monitored by the HR Business partners.

### Human Resources Scorecard - February 2013 (Month 11)

| Indicator                                      | Previous Month (Dec 2012) | Previous Month (Jan 2013) | Current Month (Feb 2013) | Target  | Tolerance | Performance Against Target | Trend | Narrative   |
|--|---------------------------|---------------------------|--------------------------|---------|-----------|----------------------------|-------|---|
| Trust Total Full Time Equivalent Staff in Post | 3676.42                   | 3708.24                   | 3723.82                  | 3513.00 | 8%        | Amber                      | ↑     | Trust FTE target of 3513 was previously submitted to the SHA. This figure is now under review for the 2013-18 HR & Workforce Planning Strategy.   |
| Trust Total Head Count Staff in Post           | 4317                      | 4350                      | 4373                     | 4145    | 8%        | Amber                      | ↑     |   |
| Turnover Rate                                  | 8.31%                     | 8.66%                     | 8.57%                    | 9.80%   | N/A       | Green                      | ↓     | NW SHA turnover rate for Acute Trusts is 9.80%. Over the last 12 months St Helens & Knowsley Trust has one of the lowest turnover rates in the North West.  |
| Rolling Annual 12 Month Sickness Absence       | 4.76%                     | 4.79%                     | 4.77%                    | 4.00%   | 0.50%     | Red                        | ↓     | The Trust cumulative sickness rate has reduced slightly over the previous month by .02% However the worrying trend is that the cumulative rate has risen between March and October.                                 |
| Monthly Sickness Absence                       | 5.25%                     | 5.31%                     | 4.63%                    | 4.00%   | 0.50%     | Red                        | ↓     | The Trust sickness rate has increased since April 2012 but decreased significantly in February.   |
| CQUIN Target for Nursing Staff                 | 5.57%                     | 5.65%                     | 5.63%                    | 4.54%   | 0.50%     | Red                        | ↓     | CQUIN scheme states that Trusts need to reduce absence for the Nursing Workforce to 4.54% for 2012/2013.  |
| Ethnicity Profile                              | 10.43%                    | 10.53%                    | 10.45%                   | 3.07%   | N/A       | Green                      | ↓     | The Ethnic breakdown shows that over 10% of the Workforce is from an ethnic group other than White British. This is well above the ONS (Office for National Statistics) figure of 3.07% for St Helens and Knowsley. |
| Performance Reviews Completed                  | 69.00%                    | 67.00%                    | 68.00%                   | 85.00%  | 15.00%    | Red                        | ↑     | A target of 85% of all Trust staff has been agreed for 2012/2013. Action Plans are in place to monitor and report on individual Ward / Departmental compliance.   |
| Statutory and Mandatory Training               | 82.00%                    | 81.00%                    | 82.00%                   | 85.00%  | 15.00%    | Amber                      | ↑     | A target of 85% of all Trust staff has been agreed for 2012/2013. Action Plans are in place to monitor and report on individual Ward / Departmental compliance.   |

## Human Resources Scorecard by Care Group - February 2013 (Month 11)

| Clinical Support Services | Indicator   | Previous Month | Previous Month | Current Month | Target | Tolerance     | Performance Against Target | Trend |
|---------------------------|---|----------------|----------------|---------------|--------|---------------|----------------------------|-------|
|                           |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |        |               |                            |       |
|                           | Total Full Time Equivalent Staff in Post            | 387.37         | 388.08         | 385.34        | 417.18 | within budget | Green                      | ↓     |
|                           | Rolling Annual 12 Month Sickness Absence Percentage | 3.83%          | 3.75%          | 3.70%         | 4.00%  | 0.50%         | Green                      | ↓     |
|                           | Monthly Sickness Absence Percentage                 | 4.03%          | 3.47%          | 4.08%         | 4.00%  | 0.50%         | Amber                      | ↑     |
|                           | Performance Development Reviews Completed           | 77.00%         | 68.00%         | 66.00%        | 85.00% | 15.00%        | Red                        | ↓     |
|                           | Statutory and Mandatory Training                    | 84.00%         | 90.00%         | 89.00%        | 85.00% | 15.00%        | Green                      | ↓     |

| Corporate Services | Indicator   | Previous Month | Previous Month | Current Month | Target | Tolerance     | Performance Against Target | Trend |
|--------------------|---|----------------|----------------|---------------|--------|---------------|----------------------------|-------|
|                    |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |        |               |                            |       |
|                    | Total Full Time Equivalent Staff in Post            | 472.03         | 476.29         | 478.07        | 497.70 | within budget | Green                      | ↑     |
|                    | Rolling Annual 12 Month Sickness Absence Percentage | 2.99%          | 2.95%          | 2.91%         | 4.00%  | 0.50%         | Green                      | ↓     |
|                    | Monthly Sickness Absence Percentage                 | 2.92%          | 2.82%          | 2.44%         | 4.00%  | 0.50%         | Green                      | ↓     |
|                    | Performance Development Reviews Completed           | 72.00%         | 68.00%         | 73.00%        | 85.00% | 15.00%        | Amber                      | ↑     |
|                    | Statutory and Mandatory Training                    | 80.00%         | 76.00%         | 74.00%        | 85.00% | 15.00%        | Amber                      | ↓     |

| Medirect Services | Indicator   | Previous Month | Previous Month | Current Month | Target | Tolerance | Performance Against Target | Trend |
|-------------------|---|----------------|----------------|---------------|--------|-----------|----------------------------|-------|
|                   |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |        |           |                            |       |
|                   | Total Full Time Equivalent Staff in Post            | 319.94         | 314.79         | 311.65        | TBA    |           |                            | ↓     |
|                   | Rolling Annual 12 Month Sickness Absence Percentage | 6.22%          | 6.27%          | 6.31%         | 4.00%  | 0.50%     | Red                        | ↑     |
|                   | Monthly Sickness Absence Percentage                 | 7.16%          | 7.76%          | 6.86%         | 4.00%  | 0.50%     | Red                        | ↓     |
|                   | Performance Development Reviews Completed           | 62.00%         | 66.00%         | 81.00%        | 85.00% | 15.00%    | Amber                      | ↑     |
|                   | Statutory and Mandatory Training                    | 90.00%         | 86.00%         | 84.00%        | 85.00% | 15.00%    | Amber                      | ↓     |

| Medicines Management | Indicator   | Previous Month | Previous Month | Current Month | Target | Tolerance     | Performance Against Target | Trend |
|----------------------|---|----------------|----------------|---------------|--------|---------------|----------------------------|-------|
|                      |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |        |               |                            |       |
|                      | Total Full Time Equivalent Staff in Post            | 78.65          | 81.75          | 81.81         | 83.29  | within budget | Green                      | ↑     |
|                      | Rolling Annual 12 Month Sickness Absence Percentage | 4.32%          | 4.39%          | 4.38%         | 4.00%  | 0.50%         | Amber                      | ↑     |
|                      | Monthly Sickness Absence Percentage                 | 5.37%          | 7.56%          | 3.88%         | 4.00%  | 0.50%         | Green                      | ↓     |
|                      | Performance Development Reviews Completed           | 69.00%         | 56.00%         | 57.00%        | 85.00% | 15.00%        | Red                        | ↓     |
|                      | Statutory and Mandatory Training                    | 92.00%         | 94.00%         | 93.00%        | 85.00% | 15.00%        | Green                      | ↓     |

| Medical Care Group | Indicator   | Previous Month | Previous Month | Current Month | Target  | Tolerance     | Performance Against Target | Trend |
|--------------------|---|----------------|----------------|---------------|---------|---------------|----------------------------|-------|
|                    |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |         |               |                            |       |
|                    | Total Full Time Equivalent Staff in Post            | 1183.31        | 1211.41        | 1202.43       | 1290.77 | within budget | Green                      | ↓     |
|                    | Rolling Annual 12 Month Sickness Absence Percentage | 4.99%          | 5.04%          | 4.99%         | 4.00%   | 0.50%         | Red                        | ↓     |
|                    | Monthly Sickness Absence Percentage                 | 5.58%          | 5.68%          | 4.66%         | 4.00%   | 0.50%         | Red                        | ↓     |
|                    | CQUIN Target for Nursing Staff                      | 4.60%          | 3.90%          | 5.20%         | 4.54%   | 0.50%         | Red                        | ↑     |
|                    | Performance Development Reviews Completed           | 64.00%         | 64.00%         | 64.00%        | 85.00%  | 15.00%        | Red                        | ⇒     |
|                    | Statutory and Mandatory Training                    | 80.00%         | 80.00%         | 82.00%        | 85.00%  | 15.00%        | Amber                      | ↑     |

| Surgical Care Group | Indicator   | Previous Month | Previous Month | Current Month | Target  | Tolerance     | Performance Against Target | Trend |
|---------------------|---|----------------|----------------|---------------|---------|---------------|----------------------------|-------|
|                     |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |         |               |                            |       |
|                     | Total Full Time Equivalent Staff in Post            | 1007.16        | 1009.38        | 1024.67       | 1052.09 | within budget | Green                      | ↑     |
|                     | Rolling Annual 12 Month Sickness Absence Percentage | 5.05%          | 5.20%          | 5.24%         | 4.00%   | 0.50%         | Red                        | ↑     |
|                     | Monthly Sickness Absence Percentage                 | 6.10%          | 6.16%          | 5.16%         | 4.00%   | 0.50%         | Red                        | ↓     |
|                     | CQUIN Target for Nursing Staff                      | 6.50%          | 5.00%          | 4.20%         | 4.50%   | 0.50%         | Green                      | ↓     |
|                     | Performance Development Reviews Completed           | 71.00%         | 68.00%         | 64.00%        | 85.00%  | 15.00%        | Red                        | ↓     |
|                     | Statutory and Mandatory Training                    | 81.00%         | 81.00%         | 81.00%        | 85.00%  | 15.00%        | Amber                      | ⇒     |

| Patient Access St Helens | Indicator   | Previous Month | Previous Month | Current Month | Target | Tolerance     | Performance Against Target | Trend |
|--------------------------|---|----------------|----------------|---------------|--------|---------------|----------------------------|-------|
|                          |   | (Dec 2012)     | (Jan 2013)     | (Feb 2013)    |        |               |                            |       |
|                          | Total Full Time Equivalent Staff in Post            | 207.52         | 207.08         | 226.78        | 234.49 | within budget | Green                      | ↑     |
|                          | Rolling Annual 12 Month Sickness Absence Percentage | 5.82%          | 5.56%          | 5.49%         | 4.00%  | 0.50%         | Red                        | ↓     |
|                          | Monthly Sickness Absence Percentage                 | 4.09%          | 3.88%          | 4.94%         | 4.00%  | 0.50%         | Red                        | ↑     |
|                          | Performance Development Reviews Completed           | 67.00%         | 65.00%         | 62.00%        | 85.00% | 15.00%        | Red                        | ↓     |
|                          | Statutory and Mandatory Training                    | 84.00%         | 84.00%         | 78.00%        | 85.00% | 15.00%        | Amber                      | ↓     |

Staff in Post (Actual and Funded FTE) by Care Group - February 2013 (Month 11)

| Care Group                | Band    |        | Sum of FTE | Sum of Headcount | Budgeted FTE |
|---------------------------|---------|--------|------------|------------------|--------------|
| Clinical Support Services | Band 1  |        | 0.00       | 0                | 0.00         |
|                           | Band 2  |        | 58.75      | 87               | 51.94        |
|                           | Band 3  |        | 46.69      | 53               | 61.78        |
|                           | Band 4  |        | 39.82      | 45               | 42.91        |
|                           | Band 5  |        | 51.41      | 56               | 36.68        |
|                           | Band 6  |        | 67.16      | 79               | 79.97        |
|                           | Band 7  |        | 59.75      | 67               | 70.84        |
|                           | Band 8a |        | 14.60      | 15               | 34.72        |
|                           | Band 8b |        | 12.72      | 13               |              |
|                           | Band 8c |        | 2.00       | 2                |              |
|                           | Band 8d |        | 3.00       | 3                |              |
|                           | Band 9  |        | 0.00       | 0                | 0.00         |
|                           | Doctors |        | 29.45      | 29               | 38.34        |
| All Grades                |         | 385.34 | 449        | 417.18           |              |

Note: Any FTE values that cannot be allocated to a specific Agenda for Change banding (1 - 9) are included in the 'Doctors' Band

| Care Group         | Band    |        | Sum of FTE | Sum of Headcount | Budgeted FTE |
|--------------------|---------|--------|------------|------------------|--------------|
| Corporate Services | Band 1  |        | 0.00       | 0                | 4.00         |
|                    | Band 2  |        | 98.87      | 113              | 86.93        |
|                    | Band 3  |        | 57.75      | 68               | 56.05        |
|                    | Band 4  |        | 91.57      | 99               | 95.79        |
|                    | Band 5  |        | 65.81      | 72               | 73.79        |
|                    | Band 6  |        | 49.74      | 50               | 55.97        |
|                    | Band 7  |        | 54.06      | 58               | 55.16        |
|                    | Band 8a |        | 26.89      | 28               | 48.51        |
|                    | Band 8b |        | 13.65      | 14               |              |
|                    | Band 8c |        | 5.00       | 5                |              |
|                    | Band 8d |        | 2.20       | 3                |              |
|                    | Band 9  |        | 1.00       | 1                | 1.00         |
|                    | EXECS   |        | 11.53      | 13               | 20.50        |
| All Grades         |         | 478.07 | 524        | 497.70           |              |

EXECS include Exec Directors, Non Exec directors and Medical directors

| Care Group        | Band    |        | Sum of FTE | Sum of Headcount | Budgeted FTE |
|-------------------|---------|--------|------------|------------------|--------------|
| Medirest Services | Band 1  |        | 172.53     | 323              | 0.00         |
|                   | Band 2  |        | 112.27     | 131              | 0.00         |
|                   | Band 3  |        | 16.59      | 17               | 0.00         |
|                   | Band 4  |        | 1.67       | 2                | 0.00         |
|                   | Band 5  |        | 0.00       | 0                | 0.00         |
|                   | Band 6  |        | 0.00       | 0                | 0.00         |
|                   | Band 7  |        | 0.00       | 0                | 0.00         |
|                   | Band 8a |        | 0.00       | 0                | 0.00         |
|                   | Band 8b |        | 0.00       | 0                |              |
|                   | Band 8c |        | 0.00       | 0                |              |
|                   | Band 8d |        | 0.00       | 0                |              |
|                   | Band 9  |        | 0.00       | 0                | 0.00         |
|                   | Doctors |        | 0.00       | 0                | 0.00         |
| All Grades        |         | 303.05 | 473        | 0.00             |              |

Note: The Budgeted FTE values are not held on ESR for the Medirest staff.

| Care Group           | Band    |       | Sum of FTE | Sum of Headcount | Budgeted FTE |
|----------------------|---------|-------|------------|------------------|--------------|
| Medicines Management | Band 1  |       | 0.00       | 0                | 0.00         |
|                      | Band 2  |       | 6.47       | 7                | 8.47         |
|                      | Band 3  |       | 14.88      | 17               | 10.82        |
|                      | Band 4  |       | 9.72       | 11               | 9.79         |
|                      | Band 5  |       | 16.01      | 18               | 20.85        |
|                      | Band 6  |       | 12.00      | 12               | 9.00         |
|                      | Band 7  |       | 10.01      | 11               | 10.71        |
|                      | Band 8a |       | 6.81       | 7                | 13.65        |
|                      | Band 8b |       | 2.91       | 3                |              |
|                      | Band 8c |       | 2.00       | 2                |              |
|                      | Band 8d |       | 1.00       | 1                |              |
|                      | Band 9  |       | 0.00       | 0                | 0.00         |
|                      | Doctors |       | 0.00       | 0                | 0.00         |
| All Grades           |         | 81.81 | 89         | 83.29            |              |

Note: Any FTE values that cannot be allocated to a specific Agenda for Change banding (1 - 9) are included in the 'Doctors' Band

## Staff in Post (Actual and Funded FTE) by Care Group - February 2013 (Month 11)

| Care Group                | Band    |                | Sum of FTE  | Sum of Headcount | Budgeted FTE |
|---------------------------|---------|----------------|-------------|------------------|--------------|
| <b>Medical Care Group</b> | Band 1  |                | 0.00        | 0                | 0.00         |
|                           | Band 2  |                | 299.17      | 372              | 299.14       |
|                           | Band 3  |                | 31.27       | 35               | 27.79        |
|                           | Band 4  |                | 34.69       | 39               | 33.68        |
|                           | Band 5  |                | 446.05      | 493              | 458.95       |
|                           | Band 6  |                | 127.76      | 152              | 124.37       |
|                           | Band 7  |                | 93.55       | 101              | 92.55        |
|                           | Band 8a |                | 15.09       | 16               | 31.66        |
|                           | Band 8b |                | 14.96       | 15               |              |
|                           | Band 8c |                | 1.00        | 1                |              |
|                           | Band 8d |                | 1.00        | 1                |              |
|                           | Band 9  |                | 0.00        | 0                | 0.00         |
|                           | Doctors |                | 137.90      | 147              | 222.63       |
| <b>All Grades</b>         |         | <b>1202.43</b> | <b>1372</b> | <b>1290.77</b>   |              |

Note: Any FTE values that cannot be allocated to a specific Agenda for Change banding (1 - 9) are included in the 'Doctors' Band

| Care Group                 | Band    |                | Sum of FTE  | Sum of Headcount | Budgeted FTE |
|----------------------------|---------|----------------|-------------|------------------|--------------|
| <b>Surgical Care Group</b> | Band 1  |                | 0.80        | 1                | 0.00         |
|                            | Band 2  |                | 254.18      | 315              | 253.70       |
|                            | Band 3  |                | 53.31       | 60               | 30.49        |
|                            | Band 4  |                | 87.43       | 98               | 75.53        |
|                            | Band 5  |                | 251.91      | 282              | 255.87       |
|                            | Band 6  |                | 141.33      | 167              | 147.13       |
|                            | Band 7  |                | 50.08       | 54               | 53.00        |
|                            | Band 8a |                | 21.80       | 22               | 19.50        |
|                            | Band 8b |                | 6.00        | 6                |              |
|                            | Band 8c |                | 0.00        | 0                |              |
|                            | Band 8d |                | 2.00        | 2                |              |
|                            | Band 9  |                | 0.00        | 0                | 0.00         |
|                            | Doctors |                | 159.83      | 163              | 216.87       |
| <b>All Grades</b>          |         | <b>1028.67</b> | <b>1170</b> | <b>1052.09</b>   |              |

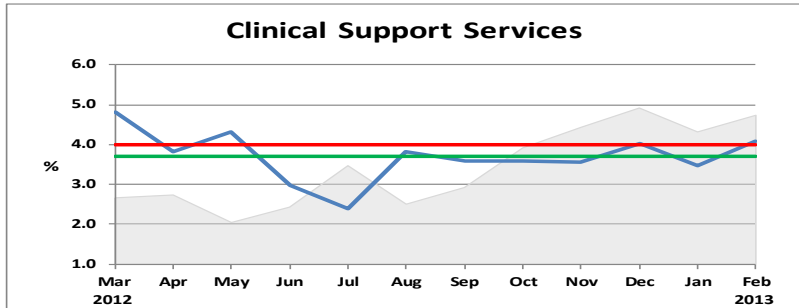
Note: Any FTE values that cannot be allocated to a specific Agenda for Change banding (1 - 9) are included in the 'Doctors' Band

| Care Group                      | Band    |               | Sum of FTE | Sum of Headcount | Budgeted FTE |
|---------------------------------|---------|---------------|------------|------------------|--------------|
| <b>Patient Access St Helens</b> | Band 1  |               | 1.85       | 3                | 1.00         |
|                                 | Band 2  |               | 102.21     | 129              | 101.00       |
|                                 | Band 3  |               | 10.37      | 12               | 9.64         |
|                                 | Band 4  |               | 7.80       | 9                | 8.73         |
|                                 | Band 5  |               | 56.70      | 71               | 54.04        |
|                                 | Band 6  |               | 15.00      | 15               | 17.50        |
|                                 | Band 7  |               | 14.39      | 16               | 14.89        |
|                                 | Band 8a |               | 2.00       | 2                | 11.00        |
|                                 | Band 8b |               | 3.00       | 3                |              |
|                                 | Band 8c |               | 0.00       | 0                |              |
|                                 | Band 8d |               | 0.00       | 0                |              |
|                                 | Band 9  |               | 0.00       | 0                | 0.00         |
|                                 | Doctors |               | 13.45      | 15               | 16.69        |
| <b>All Grades</b>               |         | <b>226.78</b> | <b>275</b> | <b>234.49</b>    |              |

Note: Any FTE values that cannot be allocated to a specific Agenda for Change banding (1 - 9) are included in the 'Doctors' Band

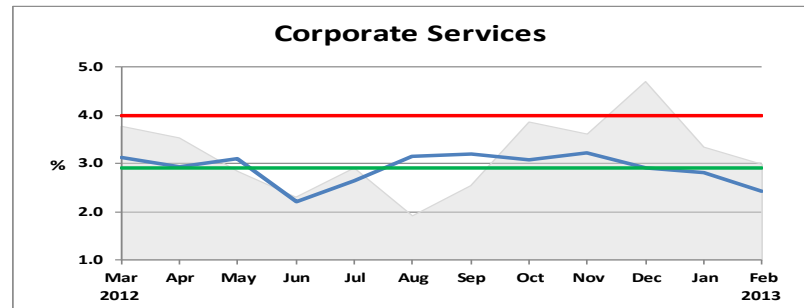
## Sickness by Care Group (March 2012 - February 2013)

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 4.81     | 3.81 | 4.32 | 2.98 | 2.38 | 3.82 | 3.57 | 3.59 | 3.54 | 4.03 | 3.47 | 4.08     | 3.70      |



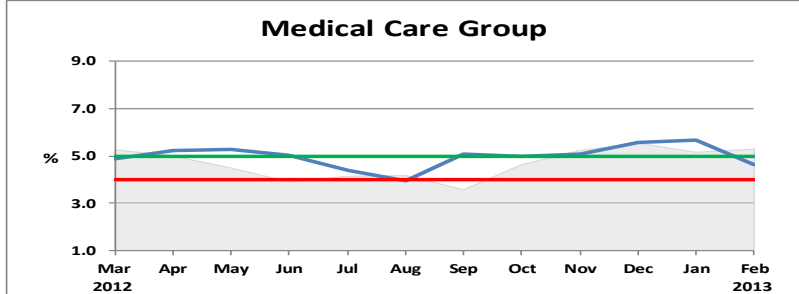
The rate has increased slightly in February, though the cumulative rate of 3.7% is below the Trust target of 4% and has been decreasing steadily over the last five months. Active management of sickness occurs across all departments. There are 32 stage 1's, 11 stage 2's, 1 Level 1 and 2 Level 3 meetings ongoing. HR Staff attend the 2nd welfare visit and send letters on to those who have had 2 episodes of sickness.

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 3.12     | 2.94 | 3.10 | 2.20 | 2.65 | 3.14 | 3.21 | 3.09 | 3.22 | 2.92 | 2.82 | 2.44     | 2.91      |



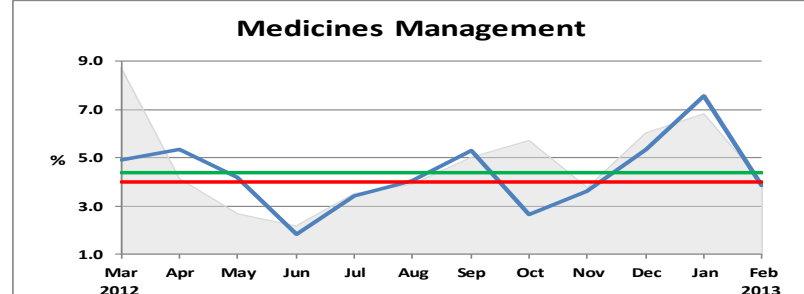
February's Corporate Department's sickness rate of 2.44% is lower than Feb 2012 and the cumulative rate of 2.91% is well below the Trust 4% target. There are 38 stage 1's, 9 stage 2's, 1 level 1 and 1 level 2 in Corporate areas. Staff have been dismissed under the Attendance Management Policy at stage 3. Regular meetings occur to discuss management of cases to resolve issues as early as practicable.

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 4.87     | 5.21 | 5.27 | 5.05 | 4.41 | 3.95 | 5.07 | 5.00 | 5.10 | 5.58 | 5.68 | 4.66     | 4.99      |

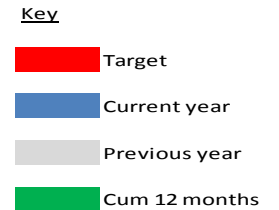


The Division's sickness rate for February 2013 has decreased from 5.68% in January 2013 to 4.66% with conclusions for a number of long-term sick cases since December through return to work plans or ill health termination cases which have been progressed with HR attendance at the second/complex stage of welfare meetings. There are currently 145 individuals on a stage and 28 on a level of the Attendance Management Procedure with 3 long-term sick cases over 4 months that have detailed actions plans with input from HR, managers and HW&WB.

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 4.90     | 5.37 | 4.21 | 1.81 | 3.44 | 4.06 | 5.30 | 2.63 | 3.62 | 5.37 | 7.56 | 3.88     | 4.38      |



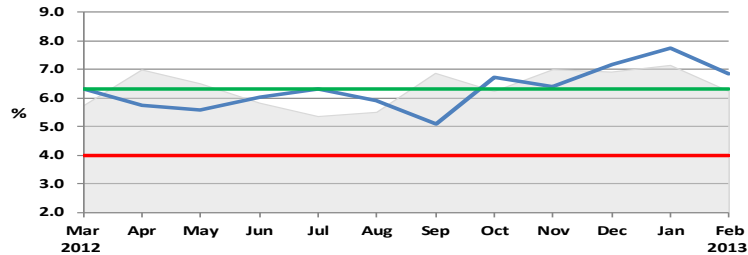
2012/13 has seen a varied picture, with peaks and troughs as above. The figure of 3.88% for February is a fall from December and January rates. The cumulative rate of 4.38% reflects high sickness earlier in the year. There are 8 stage 1's, 5 stage 2's, and 2 level 1's in Pharmacy. (1 staff on a level 3 was dismissed earlier this year). Robust monitoring of staff continues.



## Sickness by Care Group (March 2012 - February 2013)

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 6.34     | 5.74 | 5.60 | 6.02 | 6.33 | 5.89 | 5.08 | 6.71 | 6.39 | 7.16 | 7.76 | 6.86     | 6.31      |

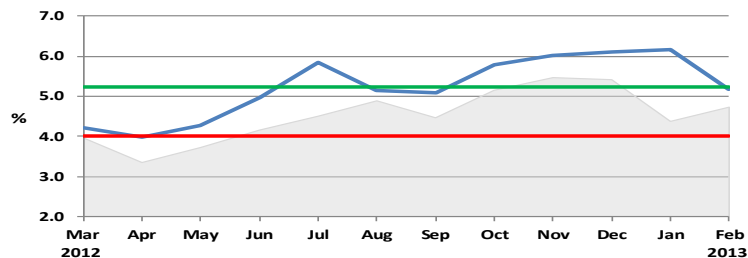
### Medirest Services



There has been an increase in sickness during the Winter of 2012 but a decrease to 6.86% in February 2013. There have been several terminations in recent months owing to sickness. There are 61 stage 1's, 9 stage 2's, 7 level 1's and 4 level 2's in Medirest. Robust management occurs with excellent liaison between Medirest and Trust HR when a decision to terminate is provided by HWWB. A recent focus group of ROE staff has taken place on absence and culture and the result of this will be shared with Medirest managers

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 4.21     | 3.98 | 4.27 | 4.98 | 5.83 | 5.13 | 5.10 | 5.78 | 6.02 | 6.10 | 6.16 | 5.16     | 5.24      |

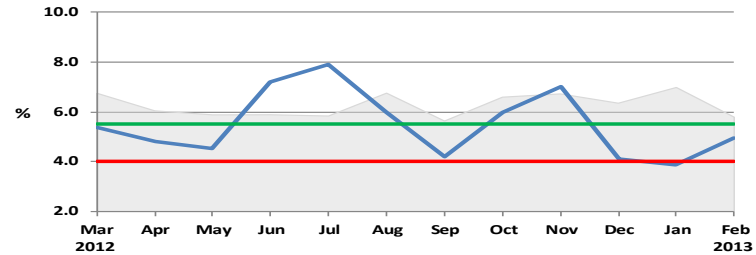
### Surgical Care Group



Weekly open ended absence reports are generated for the Care Group to ensure managers are closing absences in a timely manner, referring appropriately to HWWB and action plans are discussed for cases that trigger over 28 days and immediate referral for stress/anxiety or MSK. Monthly HR meetings continue with managers to address long and short term absences, stages / levels, paperwork compliance as well as ESR updates. HR will now be present at the second welfare meeting for long term sick cases as well in addition to those that are classed as complex cases. There are currently 130 individuals on stages, an increase of 32 from last month and 26 individuals on Levels of the Attendance Management policy an increase of 4 from last month. The Care Group currently have 12 long term cases over 4 months that are being managed together with HR the managers and HWWB, action plans are in place for each individual – this is a reduction of 6 long term cases from last month.

| Mar 2012 | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb 2013 | Cum % Abs |
|----------|------|------|------|------|------|------|------|------|------|------|----------|-----------|
| 5.38     | 4.82 | 4.52 | 7.19 | 7.92 | 5.98 | 4.20 | 5.96 | 7.03 | 4.09 | 3.88 | 4.94     | 5.49      |

### Patient Access



Weekly open ended absence reports are generated for the Care Group to ensure managers are closing absences in a timely manner, referring appropriately to HWWB and action plans are discussed for cases that trigger over 28 days and immediate referral for stress/anxiety or MSK. Monthly meetings continue with managers to address long and short term absences, stages / levels, paperwork compliance as well as ESR updates. HR will also be present at the second welfare meeting for long term sick cases as well in addition to those that are classed as complex cases. There are currently 34 individuals on stages and 1 individual on a level of the Attendance Management Policy. The Care Group currently have 2 long term sick cases over 4 months that are being managed together with HR and HWWB with action plans in place to manage each individual. The Care Group has recently seen the addition of the Trauma Rehab Centre that will begin to influence the Care Groups figures from February 2013.

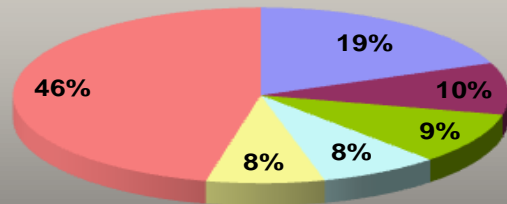
#### Key

- Target
- Current year
- Previous year
- Cum 12 months



**Top 5 Reasons for Sickness for period 1st March 2012 to 28th February 2013.**

**Reasons for Sickness  
March 2012 to February 2013**



■ Stress (and related reasons) ■ Musculoskeletal ■ Gastro-intestinal  
■ "Other" Reasons ■ Back Problems ■ All other reasons Combined

Considerable improvements have been made in the coding of sickness within ESR. Managers now have more specific choices when describing reasons for sickness. Stress and related illnesses remain the foremost reason for sickness within the Trust, followed by Musculoskeletal and Gastro-intestinal.

**Description Of Performance**

The Trust has not met the CQUIN target for Qualified Nursing in the last reporting period. Sickness Absence generally across the Trust and for Medirest Staff has increased in line with unprecedented activity for over the Winter period and is comparable with peer group Trusts across the region.

**Remedial Action**

- Pro-active interventions on top reason for absence, e.g. stress which includes team and individual risk assessments with action plans in targeted areas.
- Monthly review of long term absence cases by Deputy Director of HR and Consultant in OH medicine continues with actions to expedite decision making where permitted within the Equality Act
- Increase in the number of employment terminations due to sickness absence after 18 months of working through the new Attendance Management Policy due to both short and long term absence
- Focus Groups have taken place during February with band 1 and 2 workforce to understand the reasons for absence and listen to staff views on the effectiveness of the attendance management policy and to discuss other factors they believe are contributing to the increase in sickness. Key themes were culture and workload.

Departments with Highest Levels of Stress Related Sickness (Hours Lost)

| <u>Ward / Department</u>  | <u>Dept Sickness Last 12 months</u> | <u>% of Sickness which is stress related</u> |
|---------------------------|-------------------------------------|--|
| Ward 4B                   | 9.49%                               | 31.37%                                       |
| Domestic Services Whiston | 6.06%                               | 22.19%                                       |
| Theatres Burns + Plastics | 7.16%                               | 29.68%                                       |
| Ward 2E                   | 5.02%                               | 47.23%                                       |
| ICU / HDU Nursing Whiston | 7.27%                               | 18.47%                                       |
| Radiography Whiston       | 3.93%                               | 17.44%                                       |
| Haem & Blood Transfusion  | 5.34%                               | 65.53%                                       |
| Medical Secretaries (SCG) | 6.53%                               | 42.59%                                       |
| Ward 5C                   | 7.71%                               | 29.19%                                       |
| Trauma Rehab Centre       | 15.95%                              | 29.19%                                       |
| Ward 1C                   | 4.72%                               | 25.30%                                       |

Departments with Highest Levels of Musculoskeletal Related Sickness (Hours Lost)

| <u>Ward / Department</u>  | <u>Dept Sickness Last 12 months</u> | <u>% of Sickness which is Musculoskeletal related</u> |
|---------------------------|-------------------------------------|---|
| Porters                   | 7.04%                               | 30.24%  |
| Ward 3C                   | 7.87%                               | 40.54%  |
| ICU / HDU Nursing Whiston | 7.27%                               | 22.35%  |
| Coronary Care Unit        | 5.95%                               | 57.46%  |
| Ward 3F                   | 7.03%                               | 33.83%  |
| Radiography Whiston       | 3.93%                               | 17.92%  |
| Ward 3E                   | 5.81%                               | 59.16%  |
| Theatres Gen Sur/Urology  | 10.04%                              | 36.87%  |
| A & E Nursing Whiston     | 3.57%                               | 19.34%  |
| Ward 2B                   | 7.38%                               | 22.37%  |
| Rheumatology Nursing OP   | 6.47%                               | 88.23%  |

**Sickness (Top 30 Areas) last 12 months cumulative by Hours Lost. Period 1st March 2012 to 28th February 2013.**

| Position  | Care Group                   | Department                               | Sickness Hours Lost | Cumulative Absence rate % | Short Term %  | Long Term %   |
|---|------------------------------|--|---------------------|---------------------------|---------------|---------------|
| <b>Ranked Position Based on Total Hrs Sickness Lost Within the Department</b> |                              |  |                     |                           |               |               |
| 4   | Clinical Support Services    | Radiography Whiston                      | 12,174.72           | 3.93%                     | 41.11%        | 58.89%        |
| 2   | Medical Care Group Whiston   | ICU / HDU Nursing Whiston                | 15,630.20           | 7.27%                     | 24.88%        | 75.12%        |
| 7   | Medical Care Group Whiston   | A + E Nursing Whiston                    | 10,225.31           | 3.57%                     | 48.35%        | 51.65%        |
| 8   | Medical Care Group Whiston   | Ward 5A Care of the Elderly              | 10,110.99           | 9.28%                     | 28.02%        | 71.98%        |
| 9   | Medical Care Group Whiston   | Ward 5C Care of the Elderly              | 8,326.48            | 7.71%                     | 29.63%        | 70.37%        |
| 10  | Medical Care Group Whiston   | Ward 3F Paediatrics                      | 8,153.99            | 7.03%                     | 22.75%        | 77.25%        |
| 11  | Medical Care Group Whiston   | Ward 1D Cardiology                       | 8,110.50            | 8.23%                     | 23.71%        | 76.29%        |
| 13  | Medical Care Group Whiston   | Ward 2B Respiratory                      | 7,570.75            | 7.38%                     | 39.80%        | 60.20%        |
| 14  | Medical Care Group Whiston   | Ward 1C Emergency Access                 | 7,393.50            | 4.72%                     | 55.14%        | 44.86%        |
| 15  | Medical Care Group Whiston   | Ward 2C Respiratory                      | 7,274.50            | 7.91%                     | 19.84%        | 80.16%        |
| 22  | Medical Care Group Whiston   | Ward 1A Care of the Elderly              | 5,436.49            | 4.98%                     | 53.61%        | 46.39%        |
| 25  | Medical Care Group Whiston   | Coronary Care Unit                       | 5,002.50            | 5.95%                     | 28.97%        | 71.03%        |
| 26  | Medical Care Group Whiston   | Ward 1B Acute Medical Unit               | 4,983.40            | 4.98%                     | 46.70%        | 53.30%        |
| 16  | Medicines Management         | Pharmacy General                         | 6,357.34            | 3.43%                     | 56.34%        | 43.66%        |
| 1   | Non-Clinical Support Whiston | Domestic Services Whiston                | 16,877.92           | 6.06%                     | 29.86%        | 70.14%        |
| 3   | Non-Clinical Support Whiston | Portering Service Whiston                | 13,137.20           | 7.04%                     | 23.38%        | 76.62%        |
| 5   | Non-Clinical Support Whiston | Catering Patients Whiston                | 11,378.58           | 10.89%                    | 14.29%        | 85.71%        |
| 18  | Patient Access St Helens     | Health Records Pbs                       | 5,960.50            | 7.36%                     | 18.61%        | 81.39%        |
| 30  | Patient Access St Helens     | Ophth Rennie Eye Clinic                  | 4,778.00            | 9.93%                     | 12.57%        | 87.43%        |
| 6   | Surgical Care Group Whiston  | Ward 4B General Surgery                  | 10,603.00           | 9.49%                     | 20.03%        | 79.97%        |
| 12  | Surgical Care Group Whiston  | Ward 3C Orthopaedics                     | 7,734.10            | 7.87%                     | 41.58%        | 58.42%        |
| 17  | Surgical Care Group Whiston  | Theatres General Surgery/Urology         | 6,116.90            | 10.04%                    | 19.32%        | 80.68%        |
| 19  | Surgical Care Group Whiston  | Theatres Burns + Plastics                | 5,939.40            | 7.16%                     | 36.96%        | 63.04%        |
| 20  | Surgical Care Group Whiston  | Theatres Recovery Whiston                | 5,529.10            | 8.10%                     | 31.06%        | 68.94%        |
| 21  | Surgical Care Group Whiston  | Theatres Ancil & Emerg Sup Staff Whiston | 5,528.00            | 7.70%                     | 21.08%        | 78.92%        |
| 23  | Surgical Care Group Whiston  | Ward 3B Orthopaedics                     | 5,343.50            | 5.58%                     | 22.99%        | 77.01%        |
| 24  | Surgical Care Group Whiston  | Medical Secretaries (SCG)                | 5,096.89            | 6.53%                     | 31.07%        | 68.93%        |
| 27  | Surgical Care Group Whiston  | Ward 4A General Surgery                  | 4,943.30            | 5.34%                     | 38.74%        | 61.26%        |
| 28  | Surgical Care Group Whiston  | Ward 3A Plastics                         | 4,851.00            | 5.37%                     | 33.08%        | 66.92%        |
| 29  | Surgical Care Group Whiston  | Ward 2E Obstetrics                       | 4,824.80            | 5.02%                     | 38.60%        | 61.40%        |
| <b>Trust Total</b>  |                              |  | <b>475,459.43</b>   | <b>4.77%</b>              | <b>31.75%</b> | <b>68.25%</b> |

## Definition of Terms and Notes.

|                                 |   |
|---------------------------------|---|
| <b>CQUIN</b>                    | Commissioning for Quality and Innovation Payment Framework. The CQUIN payment framework enables commissioners to reward excellence by linking a proportion of income to the achievement of local quality improvement goals. This helps to ensure that transparency is achieved. |
| <b><u>STAFF GROUPS</u></b>      |   |
| Add Prof Scientific and Technic | This Group covers Qualified Pharmacists, Chaplains and Clinical Psychologists. Only a few of the Care Groups employ these staff.  |
| Additional Clinical Services    | This Group covers Health Care Assistants, Helpers and Assistants, plus some qualified staff in Theatres (ODAs and ODPs).  |
| Administrative and Clerical     | All of the clerical workers are in this staff group, plus all Managers and Senior Managers / Executives.  |
| Allied Health Professionals     | This Group covers Radiographers, Sonographers and Orthoptists.  |
| Estates and Ancillary           | This Group covers all Medirest staff, Housekeepers and some Support Staff.  |
| Healthcare Scientists           | This Group includes Professionally Qualified staff in Pathology, Audiology, Cardiology and Respiratory.   |
| Medical and Dental              | For the purpose of this report, this Staff Group covers all Doctors directly employed by the Trust but does not include any of the Junior Doctors who are part of the Lead Employer staff appointed by the Mersey Deanery.  |
| Nursing and Midwifery           | This staff group includes all Nursing Staff on bands 5 or above, including Midwives and Matrons / Nurse Clinicians. Also some band 4 Nurses are Registered included if they hold a Professional Qualification / Registration. Health Care Assistants are NOT in this group.     |
| <b><u>CARE GROUPS</u></b>       |   |
| Clinical Support Services       | This Care Group covers most of the Clinical Areas such as Cardio-Respiratory, Pathology, Radiography and Cancer Services.   |
| Corporate Services              | This Care Group covers the administrative services provided by the Trust such as Human Resources, Finance, Informatics and several other smaller clerical areas.  |
| Medical Care Group              | This Care Group covers Medical Wards / Depts at both St Helens and Whiston sites including Paediatrics, Intensive Care and Emergency Departments.   |
| Medicines Management            | This Care Group only includes the Pharmacy Departments.   |
| Medirest Services               | This Care Group includes Trust Ancillary staff managed by Medirest Services under a Retention of Employment (ROE) contract.   |
| Patient Access                  | This Care Group includes Outpatients staff and several Clinical Support areas such as Appointments, Rennie Eye Clinic and Theatres at St Helens.  |
| Surgical Care Group             | This Care Group covers the Surgical Wards and Departments such as Ophthalmology, Burns and Plastics, Trauma and Orthopaedics and Obstetrics and Gynaecology.  |