

Human Resources & Workforce Report, April 2010

1. KPI Data – At a glance

Key Performance Indicators						
KPI	Target		Apr-10			Movement
Total Paybill £000s 2010-11	£7,100		£7,151			£51k over budget in month 1 of the 2010-11 financial year
Sickness Cumulative	3.25%		3.53%			0.28% above target
Total Spend on Non-Employed Staff (Inc.locums, bank) for YTD £000s	£115k		£680k			An overspend in month 1 of £565k non non employed staff
EWTD	100% by Aug 2009		100%			This excludes the Medicine SpR rotas which have been granted a derogation
Turnover	10 -12%		9.64%			Note that this figure includes all staff except junior doctors
Headcount and paybill	Actual outcome April 2010	Budgeted outcome April 2010	Variance	Actual April 09 total pay at 10/11 rates(+2.25% April 2010)	Variance 2010-11 v 2009-10	Top level reason /Action
Total pay April 2010 £000's	£7,151	£7,100	(£ 51)	£7,231	£80	55 members of staff on maternity leave, 28 absent due to sickness for 4 weeks or more.
Staff in Post WTE excl PAs	2,001	2,119	118	2,018	-17	
Headcount	2,391			2,410	-19	
Total Staff used WTE (Staff in post + extra staff)	2,185	2,119	(66)	2,231	-46	
Total Extra Staff Used	187			214	-27	
Non-Employed Staff (bank, agency & on-call)				Actual April 09 non employed pay at 10/11 rates(+2.25% April 2010 pay rises)	Variance 2009-10 v 2008-09	
Extra staff spend £000's April 2010	£680	£115	(£ 565)	£821	£141	
	Apr-10	Jan-10	Oct-09	Jul-09	Apr-09	
Extra staff used WTE	187	155	217	180	200	
Sickness Absence	Apr-10	Target	Variance		Apr-09	
Rate % (monthly)	3.53	3.25	(0.28)		3.89%	
Vacancies	Apr-10	Jan-10	Oct-09	Jul-09	Apr-09	
Total WTE	118	99	73	136	110	
Doctors WTE	16	12	10	21	6	
Nurses & Midwives WTE	42	42	28	47	46	
Tech WTE	2	8	11	15	21	
Other	58	37	24	53	37	
Staff Turnover %	9.64%	8.80%	9.33%	10.80%	10.52%	
Diversity	The workforce remains representative of the local population					

Key Points

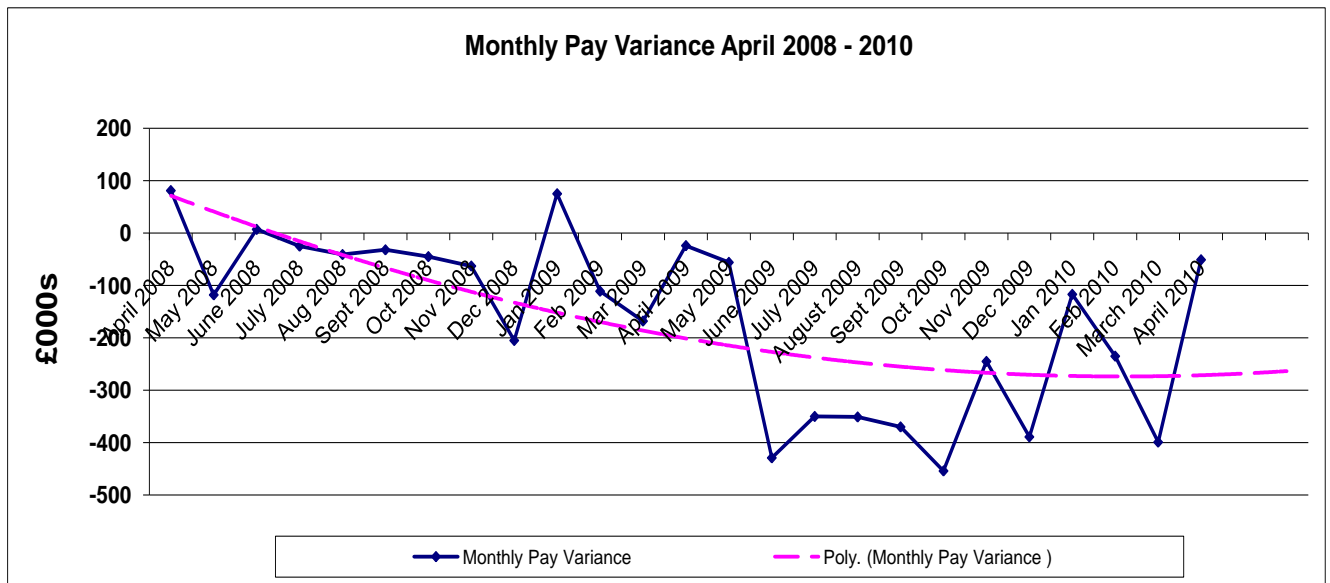
1. Overspend on total pay against budget for April 2010 was £51k.
2. Spend on extra staff represents 9.5% of the total spend on pay. Trust flexible staffing target set at 5%.
3. Escalation wards remained open during April.
4. Latest East of England SHA benchmarking data shows Bedford Hospital as above average for extra staff use as a % of paybill. Local data also shows increasing annual bank /agency spend as a % of total pay.
5. Vacancy levels steadily increasing with pressure for doctors and support staff having an ongoing effect on spending, recruitment plans in place.
6. Actions to control pay kept under constant review and controlled through the Financial Improvement Project Board.

Summary Workforce Information

1. April 2010 Pay Spend

The overspend on total pay against total budget for the month of April 2010 was £51k. There has been a significant improvement in the pay variance this month with a reduction in overspend of £348k from March.

Total spend on pay has decreased by £79k between March and April 2010. However, spend on extra staff remains high at £680k, which represents 9.5% of the total spend on pay.

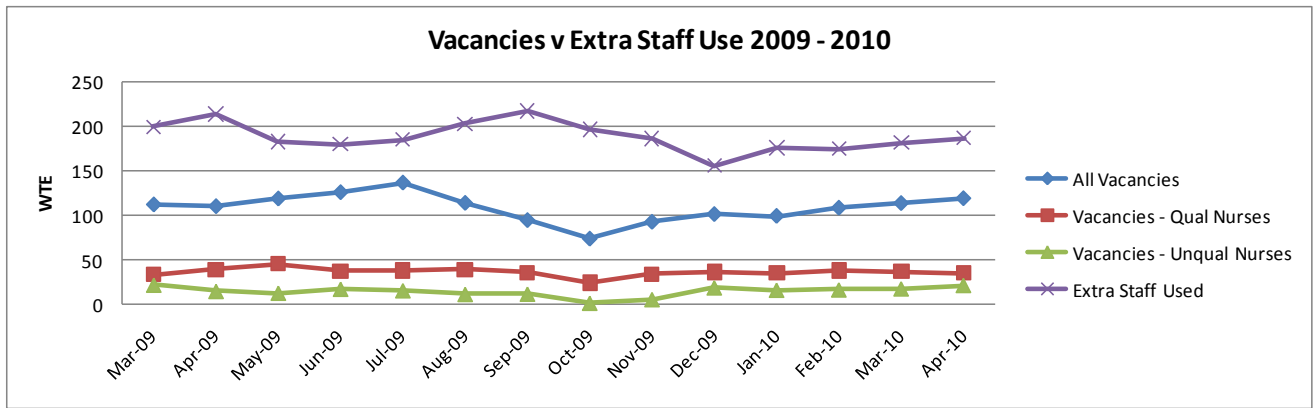


2. Staff

Once the use of extra temporary / agency / bank staff are included with the permanent staff, the total number of staff used in April 2010 was 2,185 wte, the equivalent of 66 full time staff **over** budget.

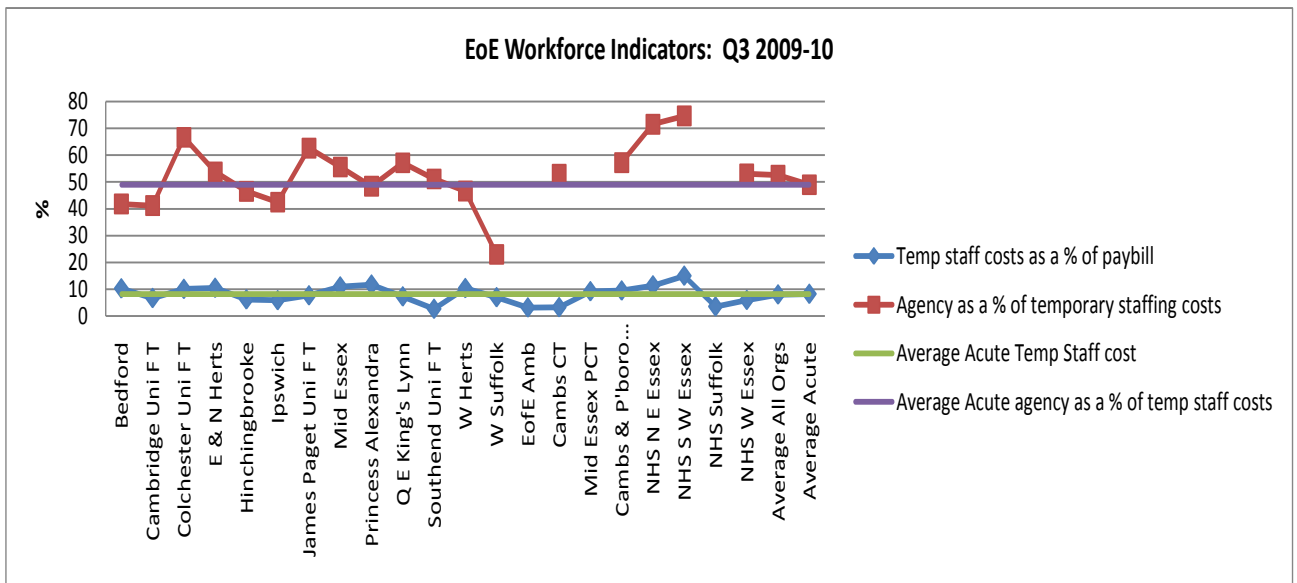
There are now 118 wte vacancies in the Trust, with the number of vacancies rising month on month from 99 in January 2010; vacancies in April increased in particular within medical staff and unqualified nursing support staff.

Extra staff use compared to the number of vacancies can be seen graphically below. Data shows a 2 – 3 month time lag between changes in vacancies and the resultant change in the use of extra staff.



3. Benchmarking Information

East of England workforce indicators for Q3 2009/10 indicate that spend on temporary staff at Bedford Hospital is above average in the region. The average spend for Acute Trusts only shows 8.27% of total pay being spent on temporary staffing, whilst Bedford Hospital spends 10.3%.



From the same benchmarking information, Bedford Hospital's spend on agency staff as a percentage of all temporary staffing costs is below average when compared to all East of England organisations and to Acute organisations only.

4. Comparison of annual bank and agency spend at Bedford Hospital

	2005/6	2006/7	2007/8	2008/9	2009/10
	£000s	£000s	£000s	£000s	£000s
Employed staff costs	72,262	70,470	68,079	73,033	77,153
Total non contracted staff costs	5,264	4,951	7,024	7,745	8,955
Total pay bill expenditure	77,526	75,421	75,103	80,778	86,107
Breakdown of expenditure on non contracted staff:					
Additional hours - overtime	1,278	1,967	2,452*	1,376	1,523
Bank and agency	3,986	2,984	4,572	6,366	7,432
Bank and agency spend as a % of Total Pay	5.14%	3.96%	6.09%	7.88%	8.63%

The % of spend on bank and agency compared to total pay spend has increased annually from 2006/7 to date.

Plans to reduce spend include:

- Review of CapPlan activity / workforce requirements.
- Internal control mechanisms to be further reviewed.
- Expenditure and plans to be monitored and controlled through the Financial Improvement Project Board.

5. Recruitment Hotspots

Vacancies overall currently stand at 118 wte, detailed as follows:

Medical:	16 wte
Qualified nurses:	34 wte
Midwives:	8 wte
Support staff*:	58 wte

*including administration & estates and unqualified staff

Recruitment hotspots within the Trust create pressure points which include:

- Medical pressure points being junior doctors in surgical specialities, anaesthetic middle grades and junior doctors in medicine.
- Pressure points for nursing staff are in paediatrics with an ongoing problem at band 5 level with vacancies currently around 5 wte, very similar levels to 6 months ago. Critical care band 6 team leader nurses have 6 wte vacancies currently, a slight reduction from the 7 wte in November 2009.
- In midwifery, vacancies have increased from 4 wte in November 2009 to a high of 10 in March 2010, decreasing slightly to 8 wte in April.
- Pharmacy, in particular at band 7 specialist level.
- Sonography – this is a nationwide problem due to a lack of qualified radiographers being trained in this specialist area.

Other Issues

'Band drift' is taking place in various local hospitals where staff are offered posts at bands higher than those set out in Agenda for Change; particularly in sonography (specialist radiography level), midwifery and pharmacy. This creates added financial pressure to match salaries of current staff to that of incoming staff.

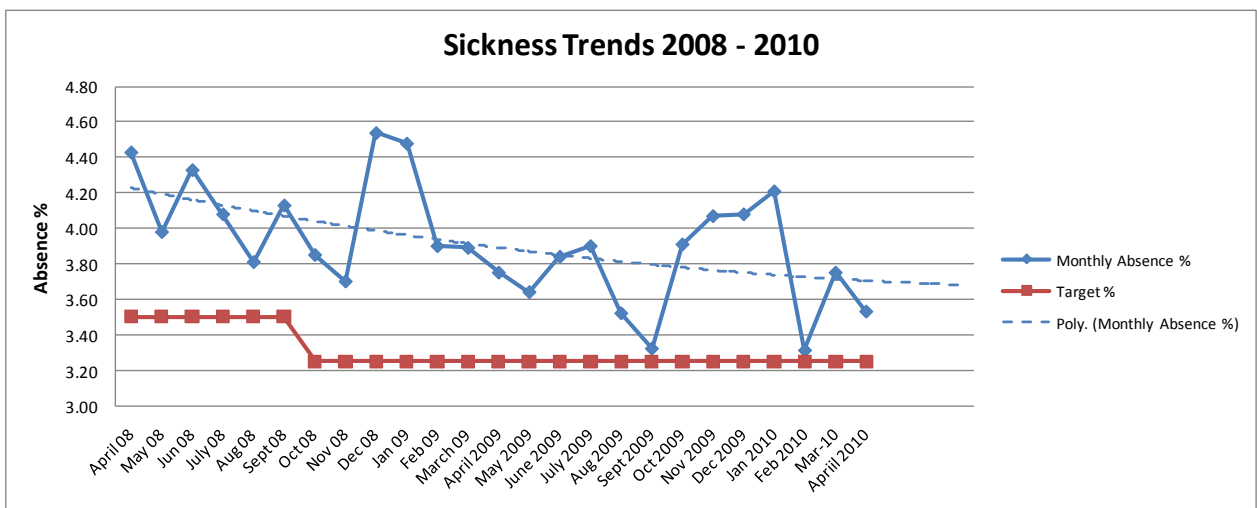
High student attrition rates reduce the expected number of newly qualified staff, particularly in midwifery which adds extra pressure to recruitment.

Actions

Recruitment strategies to reduce pressure include:

- Overseas and other recruitment campaigns
- Extending roles
- Skill mix changes, for example the introduction of assistant practitioners at band 4 level with the first cohort due to complete their two year training during 2012.

6. Sickness Absence

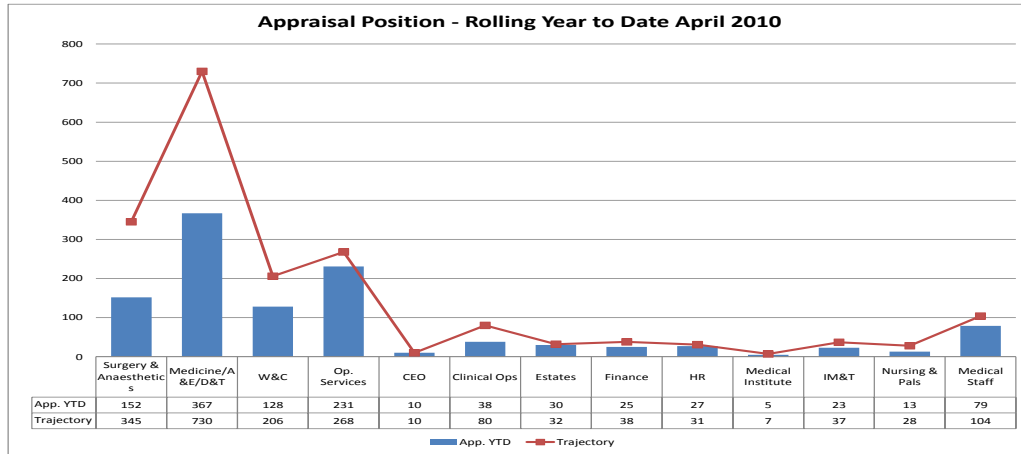


Sickness has decreased to 3.53% from 3.75% in March 2010, 0.28% above the KPI target of 3.25%. The sickness trend since 2008 shows an overall decrease from over 4% in 2008 to approximately 3.7% currently. Further work to reduce sickness includes:

- Ongoing training of managers throughout the Trust
- Consistent approach to sickness absence in all divisions
- Review of sickness in staff groups where sickness is constantly high, particularly qualified nurses and health care assistants

7. Appraisals

The number of completed appraisals is calculated on the rolling year to April 2010 and stands at 59%. Divisions have plans in place to achieve their appraisal targets, with regular monitoring mechanisms available. The divisional picture is shown graphically below.



Would the Trust Board please note the current position outlined above

Anne Buck
19 May 2010