

Workforce information NHS trusts

Contents

Page 3 – 4: Portsmouth Hospitals University NHS Trust

Page 5 – 7: University Hospital Southampton NHS Foundation Trust

Page 8 – 12: Hampshire Hospitals NHS Foundation Trust

Page 13 – 15: Solent NHS Trust

Page 16 – 17: Southern Health NHS Foundation Trust

Current workforce picture

- Our vacancy rate is currently at 8.8%
- Around 3% of posts are filled with agency staff
- Around 7% of posted are filled with bank staff – many of the bank staff are PHU employees that choose to do extra work when it suits them.
- A proportion of the vacancies are due to increased service provision put in place in H2 21/22 which has required more staff.

Current Challenges

- Sickness absence rates are slightly above target, although remain in line when looked at across the region, matching a trend of higher absence post covid.
- Our staff turnover rate is around 14% as a Trust, with variation by staff group, specific work nursing & midwifery staff groups
- Increasing use of agency staff due to higher vacancies, actions under way to review and ensure agency usage is targeted to areas with highest clinical needs.

Mitigations and work to support the workforce

- Flexible working Trust priority with a programme of work to support flexibility, 30 staff recruited and trained as experts to provide advice and signposting to frontline staff.
- 67 internationally educated nurses recruited year to date, with a further 129 nurses in the pipeline.
- 11 internationally trained midwives are due to commence employment by the end of the financial year, these midwives have been recruited as part of a collaborative with HHFT, IOW and Ashford and St Peters.
- Covid and flu vaccinations continue to be offered onsite to staff
- Wellbeing events on subjects such as menopause and suicide prevention.
- Refreshing our People and OD strategy with alignment to the NHS People Promise
- Launched ImproveWell, which is a real time sentiment tracker designed to boost morale and wellbeing with real-time insights and pulse surveys to understand what matters, see where improvements are needed and helps leaders stay engaged with the frontline.
- Divisional retention campaigns where staff can speak directly to senior leaders on changes that could be made or other opportunities available to prevent staff from leaving.

Recruitment and resourcing

- Broader socioeconomic circumstances along with the cost of living crisis in the UK have proved challenging in terms of recruitment to healthcare roles. This is a trend seen at UHS and across wider health and social care partners
- Despite these challenges, recruitment continues to be strong and consistent across the trust, albeit with seasonal variations, with approximately 200-250 new starters each month
- UHS has been extremely successful hiring internationally in recent years. This year alone we will have welcomed over 300 Registered Nurses to our hospital, as well as many doctors, Radiographers, Occupational Therapists amongst others. Our Overseas colleagues are a key talent pipeline and will continue to be going forwards.
- Attraction into UHS roles is a considerable part of the social media campaign started in the spring of 2022 which has continued in earnest and covering a range of roles across the trust
- Heavy presence via social media platforms, especially LinkedIn and Twitter targeting all staff groups and focusing on the importance of all our staff in supporting good patient experience.
- UHS has continued to be challenged by high levels of staffing absence due to Covid and other reasons including mental health, MSK and other respiratory conditions; and has put in place a raft of wellbeing and support options to help staff with these challenges. We have been running a dedicated Covid and flu vaccination hub to give staff opportunity to be better protected over the winter.

Retention

- Trust-wide retention work is ongoing and an update will be shared at the UHS People Board in December
- Nursing retention toolkit and corresponding action plan have been supplied to ICB which was a regional/national request via ICBs, and is being worked through/ progressed via the recruitment & retention group
- Estates teams are working through the actions for recruitment and retention in the NHSEI Estates & Ancillary retention plan guidance
- The workforce team are supporting the Divisional Clinical Directors around junior doctor retention and wellbeing
- Agile working policy and procedures have been ratified at Trust Executive Committee and socialised amongst all staff. Workforce resilience (also linked with retention):
- ‘talk to David’ sessions continuing for all staff to raise concerns directly with CEO David French
- Focused sessions on agile working and cost of living have been held at various executive committees
- Planning for winter preparedness and resilience

Cost of living

UHS is supporting its staff with various cost of living support packages, ratified by its Trust Executive Committee, including:

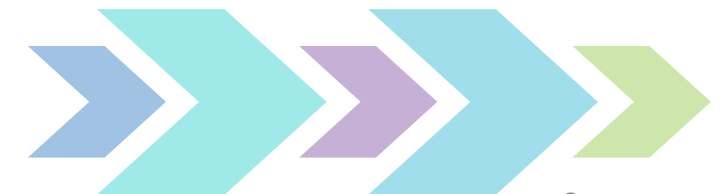
- Food at work – staff will enjoy a 60% discount in our in-house Feast restaurant until March 2023
- The Trust has secured additional discounts on public transport with both BlueStar and City Bus.
- Childcare at UHS: We know that childcare is a significant cost for families working at UHS. The Trust Taplins Nursery (run by UHS) has always worked to maintain competitive prices compared to local providers whilst delivering a quality service to our people. In order to provide further support for those who use and need their services we have rolled-back the price at our Taplins Trust Nurseries.
- Supporting those most in need: For anyone particularly struggling we will provide targeted support. Working in partnership with Southampton Hospitals Charity.
- A chance to earn more: we are introducing an opportunity for staff to sell back any unused annual leave during two periods over the coming year. These will be for the months of: November 2022, and March 2023

Health care assistants

- Health Care Assistants is our most challenging staffing group area in terms of turnover (over 20%) and vacancies (23%)
- UHS continue to be involved in the national NHS England & Improvement HCA recruitment and retention programme. There are a number of initiatives already in place, including extended two-week inductions, a HCA hub, Welcome Wards, and a HCA Project Lead. Initiatives have shown signs of improved retention. This is an ongoing challenge linked to high levels of employment within Southampton and competition from other sectors.
- Vacancies have decreased significantly from the peak in April 2021 (420 WTE; 27%) to September 2022 (297 WTE; 20.4%)
- There is an additional 112 WTE reduction due to HCAs with contract changes (reducing contract hours, moving to non-HCA posts or taking nursing degree or Training Nursing Associate courses). These staff were retained in the UHS workforce

Hampshire hospitals Workforce

November 2022



At a glance

6,806

WHOLE TIME EQUIVALENT STAFF WORKING AT HHFT

1

VANACY RATE ACROSS HHFT

This includes being fully recruited to our nursing workforce since June 2022.

% 4%

STAFF SICKNESS ABSENCE

Following sickness absence peaks in line with community prevalence of Covid-19, this has now reduced to historic levels of sickness

APPROX 50%

REDUCTION IN AGENCY SPEND

Working hard to maintain safe staffing levels, whilst reducing our agency workforce

62%

STAFF VACCINATED

In recent Covid-19 booster and flu vaccination campaign, with more clinics planned

The bigger picture



RECRUITMENT AND RETENTION

Recruitment is in a strong position at HHFT, with the nursing workforce fully recruited to. We have enjoyed particular success in welcoming internationally trained nurses to Team HHFT.

There remain some gaps we are working to fill. Including in vital support roles such as healthcare support workers and facilities.

Our focus is on retaining our staff and enabling them to develop in their careers. In addition to career and wellbeing support, this is being done through a coordinated approach with the ICS.

The bigger picture



STAFF WELLBEING

Looking after the people who care for our patients is our priority.

The biggest challenges are around staff wellbeing, and helping staff on short and long-term sick, as well as supporting the physical, emotional, and financial wellbeing of our staff.

The cost of living is a particular concern for some staff. In addition to setting up a HHFT Hardship Fund, we are linking with the ICS and community groups/organisations to provide support and information to colleagues.

The bigger picture



PLANNING AHEAD

Winter pressures – looking at how we can plan for, and help our teams through winter pressures so that we can continue to deliver the care our community needs.

Industrial action - reviewing Business Continuity Plans to ensure we can continue to provide safe patient care. We are committed to supporting all our staff – both those delivering care during this time, and those choosing to take part in industrial action.

Challenge for 2023 - ensuring we can deliver critical services and support our teams within our financial envelope.



Key Performance Challenges

September and October 2022 continued to be a very busy period with absence, as well as a rise in Covid sickness on the wards and staff across all of our services. The main reasons for staff sickness absence have consistently been the same: anxiety/stress/depression; infectious diseases and gastro problems. As we enter the winter season, cold/cough/flu is now gaining prevalence.

Whilst staff turnover still remains an ongoing trend, the sharp increase we saw in September has been reversed in October bringing the rising annual trend to a halt. It is possible that a phasing issue in processing caused this imbalance between the two months but remains a metric that should be monitored closely over the coming months. Services placement requests are continuing to grow with high number of requests for Childrens' services/School immunisations and SALT, as well as longer term specialist clinical and admin placement requests supporting services and projects which we are responding to.

Spotlight: Targeted Interventions

Bank / Temp staffing - Due to both high levels of sickness absence and turnover rates being at an all-time high, we had 4267 shifts requested with an overall fill rate of 93.5% which is excellent. Bank filled 71.15% and Agency fill 22.38% and unfilled rate of 6.47%. Due to the increasing demands across the Trust for temporary staff, a business case has been approved to recruit additional staffing to meet these demands longer-term and should reduce the agency fill rate and cost.

Infection Prevention & control:

Monkey pox: IPC vaccination is progressing with the Sexual Health Service now agreed to provide this service for Solent staff.

Covid infection: We continue to offer a Covid support email and telephone response service with specific clinical expertise with rates increasing and some staff still concerned and anxious and seeking guidance and referrals. Covid boosters continue to be offered via National booking system and sites.

Annual flu Campaign. Communications will continue through the flu season to advise staff of progress and access, but the campaign is well under way with generic clinics offered across our patch for all staff via the online booking system. We continue to be challenged this year by loss of admin staff resource and failure to recruit despite best efforts sourcing from previous hub staff, bank and agency. This leaves our full delivery, performance, compliance and other data requirements at risk or delayed but we are managing these gaps as proactively as possible but with no major impact on Solent staff access and compliance.

Spotlight: Targeted Interventions

Occupational Health and Wellbeing teams continue to work alongside the People Partner teams and attend service line meetings working holistically around the challenges the service lines face to support timely interventions, these require further commitment to improve engagement and outcomes. We are progressing well with the Health and Wellbeing plan based on the Health & Wellbeing framework, enabling Solent to further review our Trust-wide collaborative offer against the needs of our people.

Recruitment - We continue to work on the Mental Health Nurse recruitment and are close to delivery of the final nurses to meet the 2022 target, by 31 December. We will welcome 10 Community Nurses into Solent this week who will arrive at Hampshire Hospitals to start OSCE training for three weeks. We have a pastoral support plan in place to support nurses with their relocation whilst in Basingstoke. We are working on a landing date of 29 December for a further 14 nurses for the Community Nursing teams, to meet our target. Further recruitment activity is continuing for Occupational Therapists within Solent and HLOW across mental health, paediatrics and community nursing and acute teams. Across the wider resourcing and attraction hard work and successful activities, the level of new starters has been consistently high, the result of this can be seen with the further rise in staff in post again in October, with just over 100 new starts for the second month in succession.

Current challenges

Demand for Services

Almost without exception services are seeing a growth in demand due to backlogs generated during the COVID pandemic, changes in behavior and through an ever-ageing population with greater levels of chronic care needs. The pandemic has inevitably created additional mental health issues in both adults and CYP, CAMHS and Safeguarding – without as yet matching changes in workforce availability and funding. This growth is without consideration for extra demand created by planned housing developments & population growth which also will add to the net demand position

Skills shortages and Retention

There is also more competition for mental health professionals in the Trust’s service area, as primary care recruit for the Additional Roles Recruitment Scheme roles, which include mental health practitioners and roles within the clinical support workforce. Current supply shortages in registered mental health nursing, the Allied Health Professions and Psychology are creating a range of skills shortages. The 12-month rolling turnover metric has been steadily increasing since June 2020. From 14.5% up to the current 20.8%.

Staff Health and Well Being

There is an increase in the risk for staff burnout following covid 19 , and the follow-on demand of services. The increase in vacancies has inevitably led to increase in sickness absence, putting pressure on existing staff mental health. Challenge son Trust budgets to sufficiently deliver wellbeing support for staff

Industrial Action– high cost of living

RCN strike action - Southern Health RCN members have also voted in favour of strike action.



Mitigations/work to support workforce at the trust

Partnership Working

Working with partners to address changes as a result of the Health & Care Act that now place significant weight on the delivery of service to deliver efficiencies and to improve productivity and performance.

Sustainable workforce

To support effective service delivery, we are working towards reviewing the skill mix of short, medium and long-term interventions, succession planning for a number of clinical and nonclinical roles which the Trust is working towards, ensuring they are aligned to a strategy that qualifies the impact of different solutions over time. This includes a number of retention initiatives being rolled out across the Trust

Health and Well being

We monitor the impact of current health and wellbeing interventions, describes the educational offer, and demonstrates how we continue to work in association with colleagues from the HLOW Staff Support Services to provide an extended wellbeing offer to our staff.

Industrial action – Cost of living

The Trust is working closely with our union colleagues to fully understand and manage any disruption to our services, to ensure certain critical services continue to provide care during any industrial action. Challenges around mileage costs have been addressed through an increase in mileage allowance

