



**NHS Lanarkshire Workforce Report
Quarter 4 – January 2021 to March 2021**

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Workforce Report – March 2021

1. Situation

This report provides the NHS Lanarkshire with an overview of the NHSL workforce in relation to four key performance areas: vacancies, supplementary staffing, sickness absence and staff experience.

The report provides details of current performance, highlights areas of concern and current actions.

2. Background

NHSL workforce is reviewed against:

- Agreed local performance indicators for vacancy and supplementary staffing
- National measures for sickness absence and staff experience (Figure1).

The report covers staff who are on NHS Lanarkshire payroll; it does not cover staff employed by local authority, university, etc.

Figure 1: Key Performance Indicators

Key Performance Indicator		Target	Tolerance Level	NHSL at March 2021
Vacancies		6%	6-8% shown in amber >8% shown in red	(2.04%)
Supplementary Staffing (Vacancy/Absence Cover)		6%	6-8% shown in amber >8% shown in red	6.35%
Sick Leave		4%	4-6% shown in amber >6% shown in red	5.47%
iMatter 2019 (NHS Scotland)	Response rate	62%		On hold due to COVID
	Employee Engagement Index (EEI)	76		On hold due to COVID
	Action Plan Completion Level	58%		On hold due to COVID
Turas Appraisal		80%		56%

3. Analysis

3.1 Vacancies (March 2021)

As at 31 March 2021 NHS Lanarkshire have 10,661.3 WTE staff in-post with a total whole time equivalent vacancy level of (-2.04%), excluding medical and dental, (Appendix I) which is within the NHSL vacancy tolerance of 6%.

The variation across NHS Lanarkshire in the last year is highlighted in figure 2.

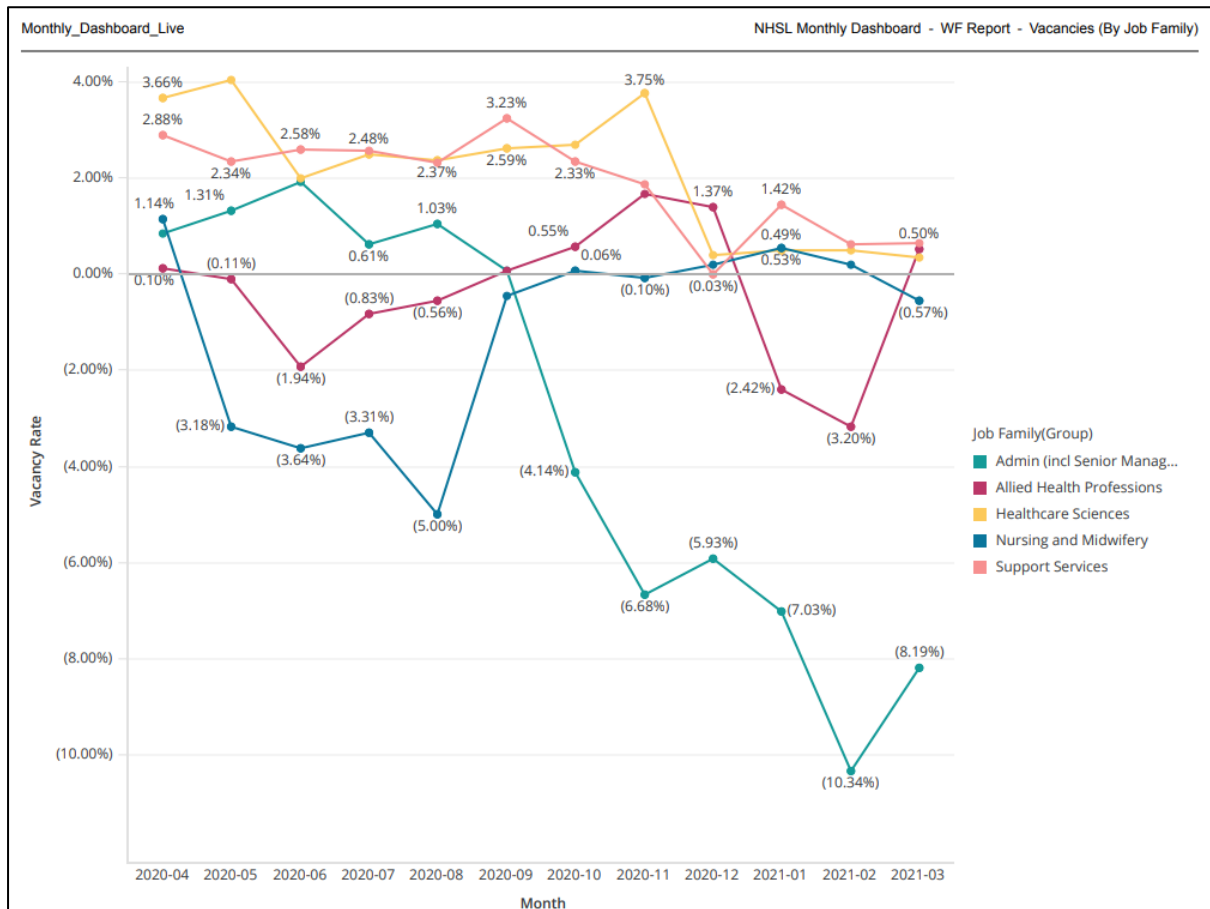
Figure 2: NHSL Vacancies (Apr 20 – Mar 21)



3.1.1 Vacancies by Job Family

Figure 3 below shows the breakdown of vacancies per job family (excluding medical and dental).

Figure 3: NHSL Vacancies by Job Families (Apr 20 – Mar 21)



Overall vacancies within NHS Lanarkshire remain within the 6% acceptable threshold excluding Admin (including Senior Managers) – which is 8.19% over established as at March 2021. It should be noted that recruitment has been prioritised to both the Acute Division and the Covid Vaccination Programme from December 2020 to date.

Nursing and midwifery remain over established, this is partially seasonal (winter over-recruitment of students) and to meet the considerable increased demand of the Covid pandemic. A specific recruitment drive was undertaken to employ healthcare assistants to the Acute Division to meet the workforce challenges over winter and the Covid-19 pandemic.

Allied Health Professionals had a period of over established during QIV. This is due to the specific initiative to complete clinical placements and then employ, on a short term basis, 4th year Physiotherapy Students.

Admin staff (including Senior Managers) is showing over established, this is as a result of the increased recruitment for Test and Protect and the Covid vaccination programme. Please note, all staff are on fixed term contracts.

3.1.2 Recruitment during Covid-19 Pandemic:

During QIV, there have been various recruitment campaigns to support the implementation and roll out of the COVID19 vaccination programme. Recruitment to the programme has continued, with some campaigns repeated as the initial staffing complements were not fully met. Although the modified recruitment processes have advanced at pace and resulted in candidates commencing in post earlier, it should be noted that full recruitment checks continue to be completed

Recruitment campaigns in this quarter included two recruitment drives to employ 128wte Band 2 Admin plus 20 Bank Workers; two recruitment campaigns to recruit 160 wte Band 3 Covid vaccinators plus 60 for Bank; Service Manager and 6 Team Leaders; Band 6 Charge Nurses through external expressions of interest (include the NES Portal) to help which are being assessed via a modified recruitment process; 158 internal staff joining Bank; 160 student independent contractors for use within the Covid Programme and the most recent HCSW campaign which yielded over 500 applications.

Medical and Dental Staff:

Due to current development of reporting, it is not possible to give an accurate vacancy figure for medical and dental staff.

NHS Lanarkshire has been successful in recruiting to Consultant vacancies in Public Health, Care of the Elderly and multiple posts within General Adult Psychiatry. Thirty-four consultant and nineteen locum consultants have been appointed in year (April 2020- March 21). Multiple locum vacancies were also advertised in January 2021, including Orthopaedic Surgery, Oral and Maxillofacial, and Ophthalmology. Interest has been shown in all posts.

There is ongoing recruitment to both substantive and locum consultants within Public Health to assist the team in addressing Covid-19.

Specialty Doctor Recruitment continues to receive a mixed response, however we have been successful in recruiting to Palliative Care, Dermatology, and General Surgery.

Although appointments (across all grades) have been made, it should be noted that some individuals have still to commence in post.

3.1.3 Job Train

NHSL implemented Job Train, the new Recruitment electronic system in March 2019. A recent upgrade to the system has introduced further improvements:

- additional added-value Standard Operating Procedures;
- a bulk recruitment function. This development allow candidates to select a location and/or specialism preference within their application form for specific bulk recruitment vacancies on Jobtrain;

internal staff movement through manager self-service within eESS without issue of a new full contract of employment unless changing to another set of terms and conditions (for example moving from Agenda for Change to Medical & Dental).

Volunteering:

Recruitment to the pre-COVID volunteer roles within the acute sector have in the main paused. This will be reviewed as services which were stepped down restart.

Since the beginning of January 2021, over 250 enquiries about volunteering have been received. These are in the main to assist both within the community vaccination centres and the meet and greet roles in acute sites. This is higher than the number of enquiries that were received during the first wave of the virus in April 2020.

The national Improvement Project on Streamlining the Volunteer Recruitment process that was previously suspended due to COVID has now restarted with the online recruitment pilot going live last week. There were a few initial technical issues which have now been resolved. Over 100 individuals have now been sent out personalised links to register their application. NHS Lanarkshire is the only board now involved in this pilot.

Vacancies

Current Actions:

- Unfortunately, NHSL have continued challenges trying to recruit to Consultant vacancies in some specialties, particularly Mental Health and sub-specialties of General Medicine. Solutions are sought through extended advertising campaigns, the International Recruitment Centre, targeted Agency recruitment.
- Over-establishment within Nursing will continue to be monitored with on-going targeted recruitment to match additional COVID requirements.

3.2 Supplementary Staffing (March 2021)

The NHSL supplementary staffing level at March 2021 was 6.35%. Supplementary staffing levels continue to be highest in Nursing (9.43%) and Support Services (9.08%). Agency usage peaked in February 2021 with a reduction in March 2021.

Figure 4: NHSL Supplementary Staffing (Apr 20 – Mar 21)

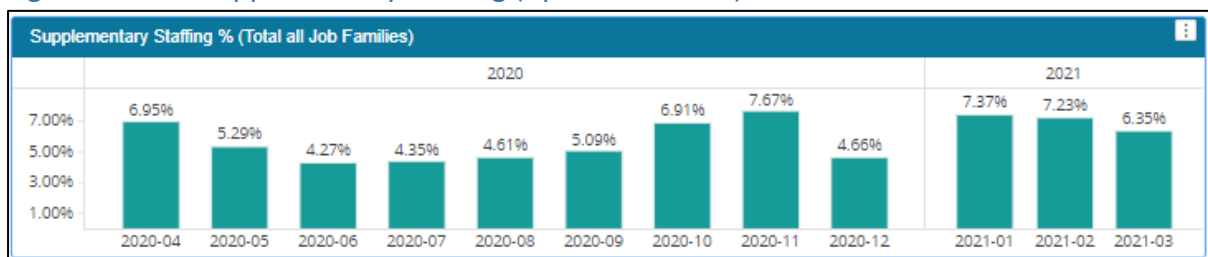
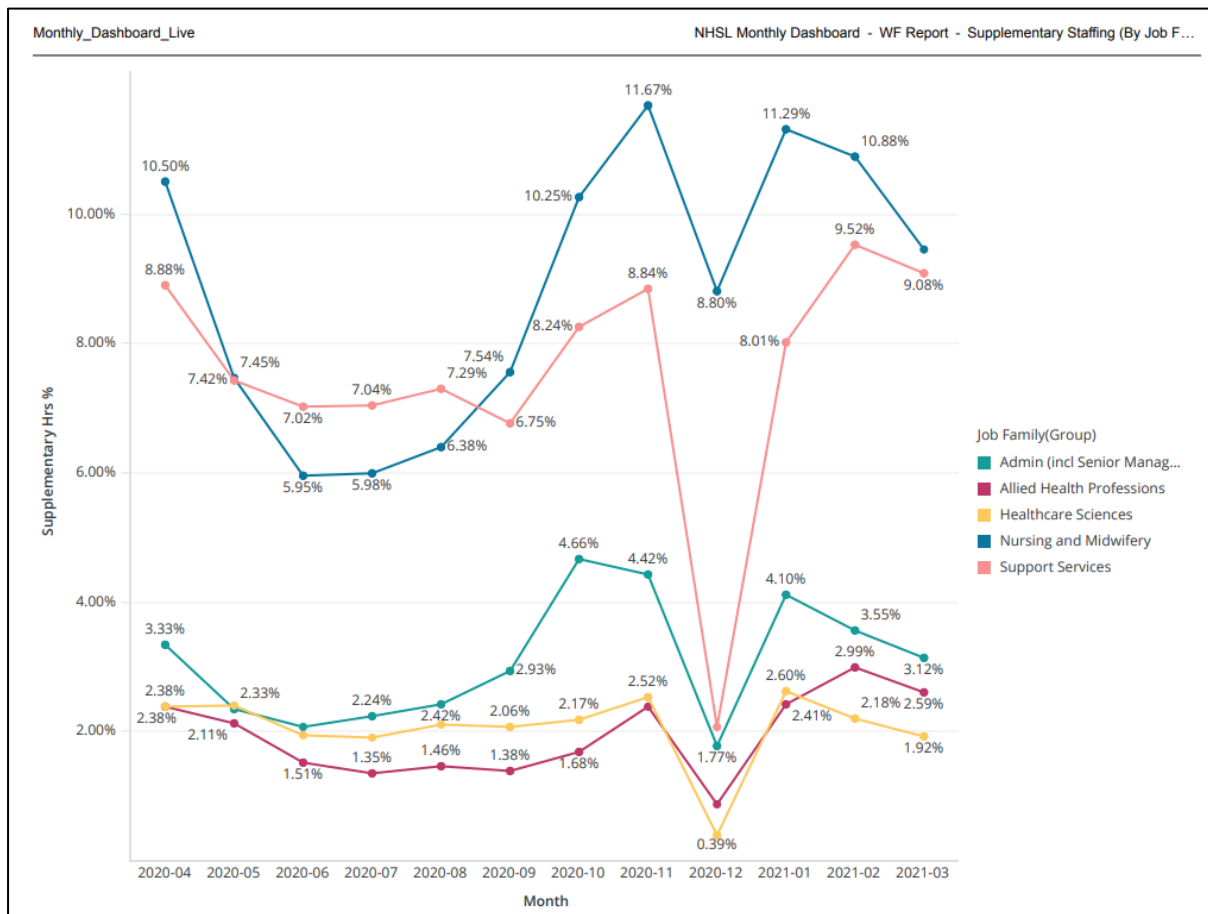


Figure 5: NHSL Supplementary Staffing by Job Families (Apr 20 – Mar 21)



Supplementary Staffing

Current Actions:

- Current workforce demand versus supply remains an ongoing challenge and will continue to be monitored, however fill rates have improved from a low of 62.2% in Jan for reg nursing to 73.3% in March.
- Ongoing review of supplementary staffing workforce and Bank Fill rates to inform future recruitment campaigns (e.g. Healthcare Support Workers).

3.3 Sickness Absence (March 2021)

Sickness absence levels are at 5.47% which exceeds the 4% level set by NHS Scotland. The highest levels are in Support Services (7.37%) and Nursing (6.92%). The NHS Scotland level for February 2021 is 4.3%. (SWISS – Appendix II).

Due to COVID-19 the Attendance Programme Board has been put on hold, albeit where possible HR/OH are taking forward the actions agreed.

In March 2020 the Once for Scotland(OFS) Attendance Policy was introduced. This was supported by awareness sessions and the development of an ongoing training programme. Due to COVID-19 this was not fully embedded and alternative ways of ensuring understanding

have been adopted. Work is commencing on the development of a suite of training materials to support OFS Attendance Policy.

Absence rates have not altered significantly during COVID-19. Although in recognition of the impact on staff’s health and well-being a number of additional support mechanisms have been introduced locally by Occupational Health, Spiritual Care and Psychology.

HR Directorate/Occupational Health Department are remobilising services and looking fully resuming normal services. Options are being considered to enable the continuation with support mechanisms put in place during COVID-19 e.g. SALUS Helpline. A case is being put forward to recruit a dedicated Case Manager via Salus to support staff absent with Long COVID and a supporting procedure detailing the support available from NHS Lanarkshire and external sources; taking a holistic approach.

The programme for Covid testing of asymptomatic staff continues and the NHS Lanarkshire Improvement Plan will be shared with the Board following submission to Scottish Government at the end of May 2021.

Figure 6: NHSL Sickness Absence Levels (Apr 20 – Mar 21)

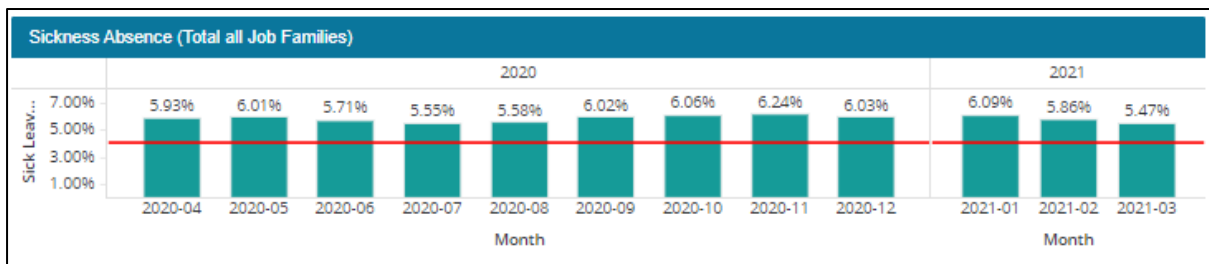
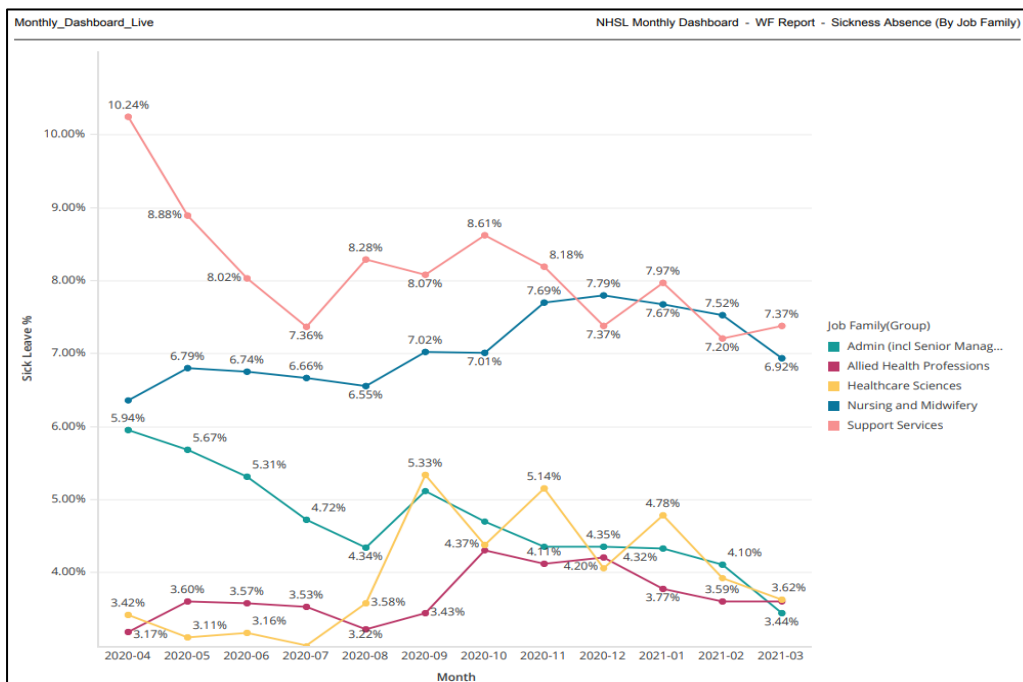


Figure 7: NHSL Sickness Absence Levels (Apr 20 – Mar 21)



Sickness Absence**Current Actions:**

- *Short term sickness in NHSL is below the NHS Scotland average, while long term sickness is above the NHS Scotland average. Ongoing focus is required to reduce long term absence supported by training in OFS Attendance Policy*
- *A report on absence during 2020/21 due to stress, anxiety and depression will be presented to the Board in June 2021.*

3.4 Staff Experience

As a proxy for staff experience 3 measures are considered, progress with iMatter, completion of yearly appraisals recorded through TURAS and completion of HCSW induction standards within timescale.

iMatter:

The annual staff experience survey (iMatter) was paused in March 2020 in recognition of the changing priorities in responding to the Covid-19 pandemic. The Government have advised this will resume as normal in 2021.

In August Scottish Government made the decision to introduce a National Everyone Matters Pulse Survey in place of iMatter for all staff to enable a meaningful opportunity for staff to express their views, feelings and experiences over the past months at work and beyond.

This was issued in September 2020 and the response for Lanarkshire was 44% with the national response sitting at 42%.

Reports were published at the end of November at Board and Directorate level with no threshold on the response rate required. The CMT met to look at the overall results and have agreed an action plan to be taken forward for Lanarkshire.

Boards were asked to submit stories from the challenging times during Covid to show how staff have worked together. Seventeen stories were forwarded by Lanarkshire and these were published on the Government website www.imatter.scot and also referenced in the Governments 2020 National Health & Social Care National Report

Appraisals:

All staff covered by Agenda for change are required to have an annual appraisal recorded on TURAS with the Government standard set at 80%. Due to the pandemic appraisals were paused in March however these were restarted in July. End of year compliance as at end of March 2021 was 56%.

HCSW Standards:

There is a national requirement for all new staff not covered by a mandatory regulatory body to complete a set of HSCW standards within 12 weeks of taking up post (24 for p/time staff). During Covid these timelines were extended to allow more time for completion.

Challenges were faced due to the large number of new staff recruited for the T&P service and the Vaccination team. OD worked with both areas to ensure robust systems were put in place to support these areas understand the process and ensure compliance with the standards.

Staff Experience

Current Actions:

- *Communications team to prepare briefs to go out to staff highlighting the Pulse survey and Board action plan*
- *Preparations being made for 2021 iMatter cycles*
- *Managers are encouraged to progress appraisals for staff not carried out in 2020*
- *Ongoing support is offered from OD*
- *Ongoing monitoring of compliance with national HCSW Standards requirement. At end of March 21, 57 staff were in breach of the standards – these are being progressed via the HR ER team. Hot spot areas have been highlighted to relevant Directors.*

4. Recommendations

The Board is asked to:

- Note the content of this report
- Note the identified issues

Appendix I: Workforce Monitoring (March 2021)

Monthly_Dashboard_Live				NHSL Monthly Dashboard - WF Report - Data Table												
YYYY	Month	Area	Job Family(Group)	Establishment Budget	WTE InPost	Employee Count	Total Leavers WTE	Sick Leave %	Short Term Sick %	Long Term Sick %	Annual Leave %	Family Friendly %	Special Leave %	Study Leave %	Other Leave %	Supplementary Hrs %
2021	2021-03	Acute	Admin (incl Senior Managers)	538.6	527.0	650	6.8	5.05%	1.43%	3.62%	15.24%	0.54%	3.97%	0.00%	0.47%	4.31%
			Allied Health Professions	219.5	210.9	282	3.9	4.99%	1.37%	3.62%	14.62%	3.37%	2.16%	0.00%	0.00%	5.35%
			Healthcare Sciences	412.1	408.6	474	1.7	3.71%	1.50%	2.21%	10.18%	1.78%	2.54%	0.09%	0.10%	1.96%
			Medical and Dental	923.0	563.1	637	0.0	2.29%	0.17%	2.12%	0.00%	2.57%	0.15%	0.00%	0.17%	0.00%
			Medical and Dental Support	28.6	50.8	56	0.0	3.78%	1.09%	2.69%	16.16%	5.65%	0.88%	0.21%	0.00%	3.15%
			Nursing and Midwifery	3,328.1	3,348.1	4,117	24.3	7.47%	2.00%	5.48%	14.40%	2.45%	4.89%	0.23%	0.30%	11.56%
			Other Therapeutic	18.6	19.4	30	0.0	2.90%	2.90%	0.00%	13.01%	11.43%	4.17%	0.00%	0.00%	4.38%
			Personal and Social Care	0.0	0.4	1	0.0	41.50%	0.00%	41.50%	23.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Support Services	0.0	2.4	3	0.0	9.09%	0.00%	0.00%	23.61%	0.00%	0.00%	0.00%	0.00%	0.08%
		Corporate Areas	Admin (incl Senior Managers)	791.4	960.5	1,120	6.1	2.34%	0.82%	1.52%	14.73%	0.71%	1.67%	0.10%	0.17%	2.36%
			Allied Health Professions	31.7	40.2	68	0.0	0.74%	0.21%	0.53%	7.47%	3.65%	0.03%	0.00%	0.00%	1.31%
			Healthcare Sciences	0.0	4.0	4	0.0	0.00%	0.00%	0.00%	12.93%	0.00%	0.00%	0.00%	0.00%	0.00%
			Medical and Dental	26.4	31.5	47	0.0	0.37%	0.00%	0.37%	10.24%	0.00%	0.25%	0.75%	0.00%	0.00%
			Nursing and Midwifery	163.7	260.2	305	5.6	8.88%	1.82%	4.85%	14.37%	0.46%	2.05%	0.04%	0.01%	4.46%
			Other Therapeutic	307.2	329.3	388	4.0	3.14%	1.79%	1.35%	15.14%	4.86%	3.27%	0.51%	0.04%	0.97%
			Personal and Social Care	57.7	68.3	87	0.0	2.70%	0.38%	2.33%	13.62%	0.06%	0.57%	0.00%	0.00%	1.43%
			Support Services	673.3	672.1	977	7.9	7.64%	2.54%	4.90%	19.87%	0.26%	5.52%	0.00%	0.56%	8.91%
			HSCPs	Admin (incl Senior Managers)	563.7	558.2	745	5.1	3.58%	0.81%	2.77%	16.07%	1.60%	1.94%	0.00%	0.10%
		Allied Health Professions		725.1	720.3	928	4.0	3.13%	1.19%	2.14%	16.31%	2.42%	1.82%	0.06%	0.05%	1.82%
		Healthcare Sciences		9.0	7.0	9	0.0	0.00%	0.00%	0.00%	19.32%	0.00%	6.80%	0.00%	0.00%	0.02%
		Medical and Dental		247.8	169.3	411	0.0	2.03%	0.43%	1.60%	6.63%	3.26%	1.21%	0.23%	0.10%	0.00%
		Medical and Dental Support		162.0	90.8	116	0.0	7.04%	1.87%	5.17%	11.83%	5.99%	3.32%	0.00%	0.00%	0.12%
		Nursing and Midwifery		2,217.7	2,133.9	2,502	19.9	6.07%	1.32%	4.75%	15.40%	1.84%	4.60%	0.47%	0.14%	6.61%
		Other Therapeutic		231.2	222.7	288	6.2	3.30%	0.49%	2.80%	17.30%	5.75%	0.99%	0.26%	0.00%	0.36%
		Personal and Social Care		8.6	12.0	13	0.0	0.00%	0.69%	0.00%	10.82%	0.00%	5.67%	0.00%	0.00%	0.07%
		Support Services		20.0	14.4	28	0.0	1.19%	0.00%	1.19%	10.59%	0.00%	0.00%	0.00%	0.00%	29.05%
		Total	11,644.9	11,425.2	14,288	95.6	5.47%	1.52%	3.96%	14.49%	1.97%	3.63%	0.19%	0.24%	6.35%	

Appendix II: National Sickness Absence Data (February 2021)

NHSScotland Workforce Statistics		The figures are provisional and for 'management information' only. They should be used only for this purpose and not be used in briefings for public release.						
Sickness Absence rate by NHS Board ^{1,2}								
1st February 2021 - 28th February 2021								
	Total Hours Lost ³	Total Contracted Hours ⁴	Rate ⁵	January 21 Rate ⁶	Rate Difference ⁷	WTE Hours Available as % Hours Worked ⁸	Cash Equivalent as % Paybill ⁹	
Scotland	1,063,882.68	24,764,096.09	4.30	4.82	-0.52	791.2	2,223,219.02	
NHS Ayrshire & Arran	55,868.36	1,467,610.34	3.81	4.48	-0.67	60.4	175,776.01	
NHS Borders	18,640.06	432,677.70	4.31	4.82	-0.51	13.5	42,752.35	
NHS National Services Scotland ¹⁰	15,389.58	486,919.60	3.16	3.27	-0.11	3.4	11,323.29	
NHS 24	14,366.13	222,957.95	6.44	7.67	-1.22	16.7	39,764.39	
NHS Education For Scotland	1,947.82	290,329.43	0.67	0.95	-0.28	4.9	5,257.17	
Healthcare Improvement Scotland	1,591.79	75,381.22	2.11	2.29	-0.18	0.8	1,369.19	
NHS Health Scotland ¹⁰	x	x	x	x	x	x	x	
Public Health Scotland ¹⁰	2,059.62	171,435.84	1.20	1.71	-0.51	5.3	-	
Scottish Ambulance Service	56,268.01	965,466.82	5.83	6.28	-0.45	26.7	55,799.33	
The State Hospital	4,830.45	95,370.08	5.06	4.52	0.55	-3.2	-12,578.74	
National Waiting Times Centre	10,367.43	305,019.52	3.40	4.23	-0.83	15.6	33,937.53	
NHS Fife	54,543.01	1,263,730.55	4.32	4.81	-0.50	38.6	109,919.99	
NHS Greater Glasgow & Clyde	285,672.07	5,930,893.47	4.82	5.41	-0.60	217.0	661,353.27	
NHS Highland	57,280.49	1,358,603.89	4.22	4.55	-0.34	28.2	74,804.05	
NHS Lanarkshire	99,581.43	1,939,844.86	5.13	5.80	-0.67	79.6	215,694.45	
NHS Grampian	76,302.98	2,308,622.42	3.31	3.73	-0.42	59.9	164,591.93	
NHS Orkney	4,795.79	94,156.18	5.09	3.86	1.23	-7.1	-20,186.55	
NHS Lothian	137,951.94	3,693,183.01	3.74	4.26	-0.53	119.4	315,067.82	
NHS Tayside	84,092.47	1,894,127.40	4.44	5.00	-0.56	64.8	200,877.74	
NHS Forth Valley	47,406.23	911,299.50	5.20	5.74	-0.54	30.1	94,103.74	
NHS Western Isles	5,560.76	135,613.70	4.10	4.29	-0.19	1.6	4,984.20	
NHS Dumfries & Galloway	26,090.03	612,754.22	4.26	4.59	-0.33	12.5	37,515.66	
NHS Shetland	3,276.23	108,098.41	3.03	3.05	-0.02	0.2	380.77	

Appendix III: Data Sources

FIELD	SOURCE	COMMENTS
Funded Establishment	eFinancials (via BOXI)	
In Post	eESS	Those with split funding/cross charging will be aligned to the cost centre which funds the majority of their role
Locum	Finance Department	
Agency	Staff Bank	
Overtime/Excess	SSTS	Medical Overtime is extracted from eFinancials (via BOXI) and is reported a month behind
Staff Absence (excl. Long & short term sickness)	SSTS	Planned Leave (Annual Leave and Study Leave) percentages use 94% of the Funded Establishment as the denominator Unplanned Leave (Sick Leave, Maternity Leave and Other Leave) percentage are based on hours available (i.e. In Post Staffing)
Long & Short term sickness	SSTS	