

HSI21/065

GOVERNING BODY

Title of paper	Governing Body Assurance Framework		
Agenda item	4	Date of meeting	3 November 2021
Director lead	Helen Ives, Director of Workforce		
Clinical lead (if applicable)	N/A		
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Purpose	For decision	<input type="checkbox"/>
	To ratify	<input type="checkbox"/>
	To discuss	<input type="checkbox"/>
	To note/receive	<input checked="" type="checkbox"/>

Link to strategic objective	This paper has links to Objectives:
	<ul style="list-style-type: none"> • 1 – Operational Delivery • 2 – People and Teams • 3 – Service Transformation • 4- Strategy and Planning • 5 – ICS Development

Executive Summary

This paper provides a high level overview of workforce metrics across Hampshire and the Isle of Wight for the months of July and August 2021. These metrics include all NHS provider organisations within the Hampshire and Isle of Wight CCG geography, including South Central Ambulance Service)

This paper was reviewed at the meeting of the Quality, Performance, Finance and Workforce Committee on 20th October 2021. Key risks highlighted included:

- Workforce resilience- staff are experiencing chronic excessive workload and an increasingly challenging work environment
- High staff absence rates, with a significant proportion due to mental health
- High staff vacancy rates
- Nursing recruitment challenges, particularly within maternity

The next report to the Quality, Performance, Finance and Workforce Committee will include a focus on the areas of highest risk, including staff sickness rates and staff wellbeing.

Recommendations	<p>The Governing Body is asked to note the risks highlighted within the report, with particular emphasis on:</p> <ul style="list-style-type: none"> • The increasing levels of staff absence across Hampshire and the Isle of Wight • The increasing risk of staff burnout due to chronic excessive workload and fatigue
Publication	Include on public website ✓

Please provide details on the impact of following aspects	
Equality and quality impact assessment	These are being completed through each of the programme leads (ie nursing supply programme)
Patient and stakeholder engagement	Staff survey and engagement has formed much of the analysis and the 2021 staff survey data will be used to inform future papers
Financial and resource implications / impact	Resource implications are significant and our ability to deliver services throughout the winter is a risk if absence and vacancy rates continue to rise. A full impact assessment will be completed following H2 submission.

Governance and Reporting- which other meeting has this paper been discussed		
Committee Name	Date discussed	Outcome
Quality, Performance, Finance and Workforce Committee	20 th October 2021	The Committee noted the report.

Hampshire and Isle of Wight



Summary

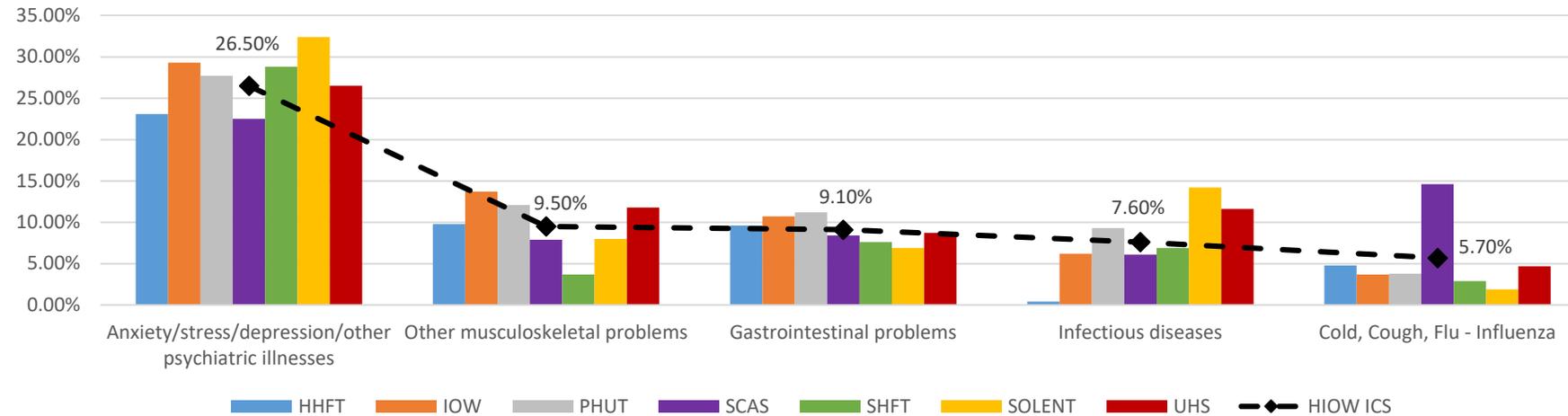
- Workforce shortages are presenting a significant risk to quality, performance and sustainability of services. Key challenges include: Mental Health, Diagnostics, Radiography, Midwifery, Paramedics and 999/111 services, Medical Consultants (Specialties TBC), Dentistry, Occupational Therapy, Operating Department Practitioners, Podiatry, Primary Care, Domiciliary Care.
- Risk to occupational health from chronic excessive workload and an increasingly hostile political and media environment is also significant, which is reflected in the absence rate of 4.9% (excluding primary care).
- The governance and assurance framework for workforce is progressing with clear actions as follows:
 - HIOW People Board will be co-chaired by a CCG Non-Executive Director. It is planned that this will become a Committee of the Integrated Care Board in the future
 - Underpinning this Board are workforce groups and programmes targeting the critical workforce issues
 - Formal links will be established with the key delivery programmes, ensuring appropriate resourcing (a good example is mental health)
 - Development of a workforce assurance framework is underway (taking into account the System Oversight Framework measures)
 - Ensuring the Key Lines of Enquiry in the Integrated Care System (ICS) Development guidance and for the People Operating Model are met
 - Refreshing the People Plan (based on the national People Plan and People Promise) and developing the ICS People Strategy.
- A workforce cell is being stood up to coordinate risk and system issues for workforce, interfacing with local delivery systems and key programmes.
- Shift underway from workforce as enabling function to People as critical.
- Absence continues to be a significant issue in Hampshire & Isle of Wight, with only a small improvement in the reduction of absence due to Musculoskeletal problems.
- We are in a stronger position for vacancies, compared to other systems, but this hides significant issues with specialties and professions.
- However, the performance metric ‘vacancies – of which support to Nursing’ has dropped, with a 3.6% increase in vacancy rate in the last month.
- We are in a stronger position for turnover than other systems.

Absence Summary

- Absence rates over the past 2 years reflect the direction of the Covid pandemic, despite not all absence being directly Covid-related.
- Current levels of absence are broadly comparable to those pre-pandemic (with some small increases) suggesting an underlying root cause in Hampshire & Isle of Wight.
- A current upwards trajectory since March/April is clear.
- In previous years, the trends at this time were broadly flat, suggesting a specific issue at this time. Taken together with the high level of stress and anxiety related absence, investigation into chronic excessive workload and burnout needs to take place.
- Larger volumes of absence in the coming months together with winter pressures and recovery from the pandemic will have a significant performance impact on our services.
- As with data for all the Trusts during the pandemic, the Absence rates for Acute Trusts reflect the direction of the Covid pandemic despite not all absence being directly Covid related.
- General trends suggest a lower % of Absence at University Hospital Southampton NHS Foundation Trust (UHS) with the gap to other Trusts extending during the past year. This presents a learning and improvement opportunity for the system.
- As noted with the data for the Acute Trusts, Absence rates for Community reflect the direction of the Covid pandemic despite not all absence being directly Covid related.
- As with the Acute Trusts, Absence rates are on an upwards trajectory with rates higher than 12 months ago heading into the winter pressures.
- Further analysis on mental health workforce required in light of workforce shortages and possible risk of burnout.

Absence – Top 5 Reasons

HIOW ICS Absence By Top 5 Reasons - July 2021



Headlines

- This graph reflects the Top 5 reasons for absence across the ICS and highlights the % Absence from each of the Trusts.
- It is clear that Anxiety/stress/depression/other psychiatric illnesses is by far the biggest reason for Absence across HIOW. Although the %s are generally highest for Community providers, it is important to note that sickness volumes in WTE are highest within Acutes and South Central Ambulance Service NHS Foundation Trust (SCAS), and so the lower %'s potentially could reflect a larger number of staff members affected. Future analysis of actual WTE would be a useful development in this area.
- SCAS reflects the largest amount of Absence due to Cold, Cough, Flu – Influenza, reflecting possibly the different situations that staff members work in within this Trust.
- The data for Infectious diseases is an example where we need to check and ensure that comparable reporting is being recorded across the ICS, with widely varying data between the Trusts at the time of a pandemic.
- *Please note within individual Trusts, Top 5 absence reasons may vary and reflect categories not reported here.*

Absence and Health & Wellbeing



- The Enhanced Health & Wellbeing Programme started in Q4 of 19/20 and will continue for two years (funding is non-recurrent)
- The programme has secured £2m funding for the following areas:
 - Enhanced Health & Wellbeing
 - Inclusive Health & Wellbeing
 - Primary Care Health & Wellbeing
 - Grow Occupational Health & Wellbeing
- The People Portal has been launched and is the 'one stop shop' for health and wellbeing solutions
- Interventions have been plotted against an absence improvement trajectory. Due to the high level of stress-related absence in a context of chronic excessive workload, the programme does not project an improvement in absence rates until Q3 of 22/23



- The Occupational Health & Wellbeing Board oversees delivery of the programme, reporting into the Hampshire & Isle of Wight People Board.
- Two Non-Executive Directors from the provider trusts attend the board in their capacity as Health & Wellbeing Guardians.
- An evaluation workstream is embedded into the programme to fuel rapid learning and improvement.

Absence Improvement Plan

- Staff shortages increase the demands on the workforce and lead to wellness issues (as evidenced in a range of national reports).
- A comprehensive absence improvement plan requires analysis across a range of factors.
- A learning and improvement summit will be convened for all provider trusts.
- Initial improvement efforts will focus on the following factors:
 - Learning from staff survey results
 - Comparison of case management and policy variation
 - Vacancy rate analysis.

Absence Reporting

- Comparison of professions and job roles
- Evaluation of absence reasons, particularly mental health and burnout
- Correlation with staff survey results and the wellbeing measures

Case Management

- Explore variation in case management (Occupational Health and HR)
- Compare policy and procedure

Compassionate & Inclusive Leadership

- Correlation with staff survey results and the leadership measures
- Analysis of equality & diversity measures

Chronic Excessive Workload

- Working Time Directive reporting (inc bank and agency work)
- Vacancy rate analysis

Safety & Quality

- Analysis of human factors, complaints and incident reviews

Regional vacancy rates comparison

- HIOW have the lowest vacancy rates across the SE region at July 2021 (5.7%)
- This is a slight increase from the previous month of 5.49%
- However, there are significant reported shortages in the following professions and specialties:
 - Mental Health
 - Diagnostics
 - Radiography
 - Midwifery
 - Paramedics and 999/111 services
 - Medical Consultants (Specialties TBC)
 - Dentistry
 - Occupational Therapy
 - Operating Department Practitioners
 - Podiatry
- Whilst not included in this data, the significant shortages in primary care must also be acknowledged
- This breakdown shows a comparatively good position for HIOW compared with the region
- Medical/Dental Consultant vacancies shows opportunity for improvement. Further work underway to identify the medical specialties that have the highest vacancy rates.
- Support to Nursing shows opportunity for improvement, especially as Healthcare Support Workers are much easier to recruit and there is a national support programme in place.

