

## Performance Exception Report

### Indicator:

**Turnover rate between 1-2 years service (voluntary)**

### Issue:

Although average turnover within the Trust is fairly low and stable there are pockets of high turnover, especially within theatres and certain wards and the rate is significant between years one and two duration in post.

### Proposed Actions:

A number of 'listening into action' events have taken place to understand why staff are leaving, particularly those with between 12 and 24 months length of service. Recruitment and retention action plans will then be developed and implemented in targeted areas working with the local staff. This is happening in CCU, Theatres and Cedar Ward.

Some of the high turnover rate is also due to short term interim contracts coming to an end as new permanent staff commence in post. A new exit interview process is being implemented to understand better why people are leaving. The HR Business Managers are working closely with the managers in the hot spot areas

### Assessing Improvement:

Improvements will be monitored through the Operational Board and the Integrated Performance Committee. Detailed analysis will be provided at divisional level.

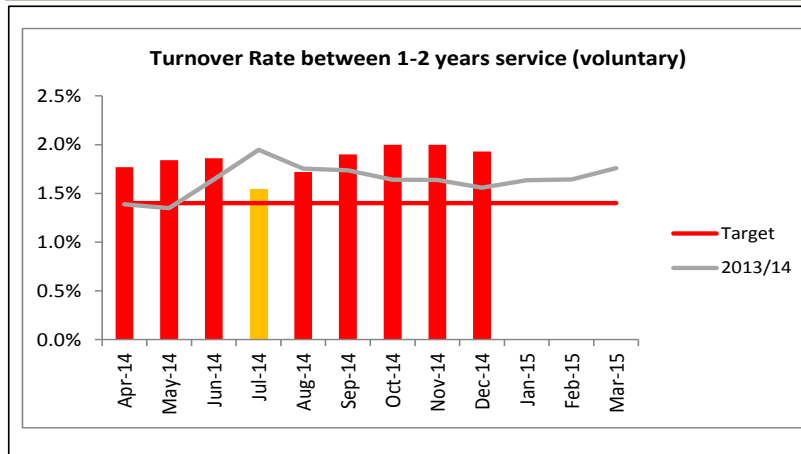
### Expected Date of Performance Delivery:

Period: 12 months

Rating	Target	Actual	Period
Red	1.40%	1.90%	14/15 YTD

STRATEGIC OBJECTIVE

### Historic Data:



### Impact:

High turnover rates result in high bank usage and expensive agency fees and ultimately may lead to potential safety being compromised if there are insufficient numbers of experienced staff to provide proper cover.

### Executive Lead:

Exec: Debbie Fryer/Director of Strategy & Organisational Development

## Performance Exception Report

### Indicator:

Overall staff sickness/absence

### Issue:

Overall sickness absence levels are currently above the Trust target of 3.6% . This is due to pockets of high sickness levels in some clinical areas.

### Proposed Actions:

More detailed analysis of patterns of absence to department levels. Intensive support for these Managers by HR team. Review of Occupational Health arrangements listening into Action targeted events for high level areas to understand issues.

The head of resourcing has now commenced in post and therefore the HR business partners will be able to work more proactively with divisions to understand the issues and manage attendance accordingly.

### Assessing Improvement:

The Attendance Policy will be reviewed and improved in Q4 following feedback from managers that it is not fit for purpose.

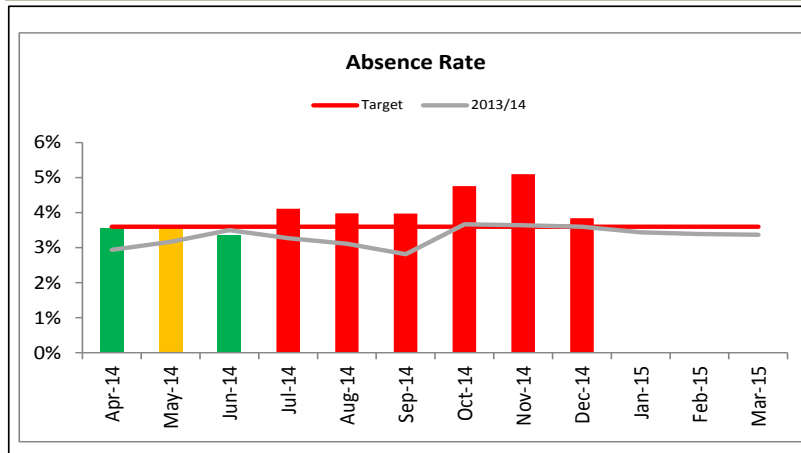
### Expected Date of Performance Delivery:

Period: 6 months

Rating	Target	Actual	Period
Red	3.60%	4.00%	14/15 YTD

PERFORMANCE

### Historic Data:



### Impact:

High sickness rates are often an indication of low staff morale and wider issues. They can also lead to high bank and agency usage and therefore impact on patient safety.

### Executive Lead:

Exec: Debbie Fryer/Director of Strategy and Organisational Development