

# **Quarterly Workforce Report**

**Quarter 4**

**(January – March 2011)**

**Compiled by the Workforce Planning and  
Modernisation Department  
(June 2011)**

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## Introduction

NHS Lothian has been producing Quarterly Workforce Reports since 2004/05 as part of its approach to understanding and managing its workforce effectively. The purpose of this report is to provide staff members, directors, service managers, professional leads etc with a snapshot of the workforce, and its performance, following extensive data analysis from a wide range of sources. The data contained within the report can also be used as an evidence base for further work activity at various levels and across various sectors of the organisation.

This is the last of this year's suite of Quarterly Workforce Reports for 2010/11 and follows the same format to that used for Quarter 1 to Quarter 3. The data and information contained within this report refers to the Quarter 4 period only, ie January – March 2011.

Management teams continue to focus on identifying financial and workforce efficiencies as identified through the Local Reinvestment Programme (LRP). The LRP process has identified significant efficiencies to date. Since 2007, the LRP process has helped NHS Lothian to deliver a very impressive £150 Million in savings.

Working closely with finance colleagues, service managers and professional leads have identified where savings can be made during the course of 2011/12 (£52 Million). These efficiencies are anticipated from a range of options including reducing sickness absence levels, reducing the reliance on supplementary staffing and achieving a 25% reduction in senior manager posts to name but a few.

In order that we can continue to meet any future demands on departments and services it is essential that we are also able to support this through a robust programme of workforce analysis and reporting.

The Quarterly Workforce Reports offer a wide array of data and information in support of further planning activity as well as the achievement of NHS Lothian's wider targets and objectives, both at corporate and at local levels.

This report will be saved on the intranet and internet and will be distributed as a web link. Previous reports can also be accessed via the web links below.

- <http://intranet.lothian.scot.nhs.uk/NHSLothian/Corporate/A-Z/WorkforcePlanning/Pages/NHSLothianQuarterlyReports.aspx>
- [www.nhslothian.scot.nhs.uk/news/keydocuments/workforce\\_planning](http://www.nhslothian.scot.nhs.uk/news/keydocuments/workforce_planning)

## SUMMARY TABLES

Table 1: Staffing Overview incl. Staffing Costs, Turnover and Absence by Job Family (Quarter 4).

Job Family	Quarter 4 In-Post (Av WTE)	Vacancies Created in Quarter 4 (Av WTE)	Total Gross Charge	Overtime Costs	Enhanced Pay Costs	Turnover (%) for Quarter 4	Q4 Sickness Rate	Q4 All Absence Rate
Medic & Dental	1,862.73	17.00	£ 44,287,959	£ 16,124	£ -	2.25	1.15	2.71
Medical & Dental Support	224.78	1.50	£ 1,662,627	£ 28,235	£ 13,064	1.77	4.96	5.74
Nursing/Midwifery 1-4	2,534.90	11.22	£ 14,824,097	£ 362,833	£ 2,016,231	2.56	7.50	10.13
Nursing/Midwifery 5+	6,635.58	26.92	£ 66,474,159	£ 273,586	£ 5,833,042	1.77	5.11	8.76
Allied Health Profession	1,394.16	9.24	£ 13,724,571	£ 83,796	£ 61,476	2.07	3.13	6.19
Health Science Services	763.54	3.67	£ 7,565,210	£ 20,543	£ 34,502	2.31	3.57	4.79
Other Therapeutic	487.81	2.97	£ 5,103,793	£ 277	£ 32,803	2.25	3.76	5.95
Personal and Social Care	86.68	0.00	£ 1,027,931	£ 106,018	£ 1,375	1.83	2.07	6.64
Administrative Services	2,845.52	12.02	£ 18,797,607	£ -	£ 217,347	2.18	4.05	5.38
Executive	166.49	1.00	£ 3,315,255	£ 463,658	£ -	2.92	2.10	2.70
Support Services	2,022.25	2.67	£ 11,178,534	£ -	£ 1,002,760	2.55	6.34	8.15
Emergency Services	1.42	0.00	£ 9,236	£ -	£ 2,886	0.00	0.00	0.00
Board	18.13	0.00	£ 66,974	£ -	£ -	0.00	0.00	0.00
<b>Grand Total</b>	<b>19,043.99</b>	<b>88.22</b>	<b>£ 188,037,951</b>	<b>£ 1,355,071</b>	<b>£ 9,215,487</b>	<b>2.13</b>	<b>4.66</b>	<b>7.17</b>

Table 2: Staffing Overview incl. Staffing Costs, Turnover and Absence by Division/ CHP (Quarter 4).

Division/CHP	Quarter 4 In-Post (Av WTE)	Vacancies Created in Quarter 4 (Av WTE)	Total Gross Charge	Overtime Costs	Enhanced Pay Costs	Medical Trainee Banding Payments	Turnover (%) for Quarter 4	Q4 Sickness Rate	Q4 All Absence Rate	Q4 Medical Absence Rate (%)
Acute	9,704.41	53.80	£ 107,984,961	£ 791,422	£ 4,811,285	3,210,270	2.21	4.36	7.02	0.82
Corporate and Facilities	4,074.59	12.45	£ 29,660,028	£ 504,800	£ 1,624,482	53,339	2.39	5.09	7.03	0.00
East Lothian CHP	599.66	0.98	£ 5,966,853	£ 6,639	£ 530,665	21,714	1.88	4.79	6.64	7.76
Edinburgh CHP	1,862.36	9.81	£ 17,477,602	£ 24,879	£ 842,841	26,372	1.71	4.26	6.80	2.34
REAS	978.60	3.07	£ 9,692,497	£ 5,355	£ 621,155	115,543	2.01	5.85	9.62	1.62
Mid Lothian CHP	813.31	2.17	£ 7,858,753	£ 9,941	£ 409,830	31,670	1.93	4.79	6.18	1.66
West Lothian CHP	1,011.05	5.95	£ 9,397,257	£ 12,035	£ 375,229	47,005	1.84	5.46	8.49	0.76
<b>Grand Total</b>	<b>19,043.99</b>	<b>88.22</b>	<b>£ 188,037,951</b>	<b>£ 1,355,071</b>	<b>£ 9,215,487</b>	<b>3,505,913</b>	<b>2.13</b>	<b>4.66</b>	<b>7.17</b>	<b>1.08</b>

**Table 3: Supplementary Staffing Data by Job Family (Quarter 4)**

Job Family	Directly Employed Locums (Av WTE)	Directly Employed Locum Costs	Agency Locums (Av WTE)	Agency Locum Costs	Nurse Bank Expenditure	Nurse Agency Expenditure
Medic & Dental	30.62	£ 797,929.49	22.21	£ 908,531		
Medical & Dental Support					£ 1,390,063	
Nursing/Midwifery 1-4					£ 1,930,815	£ 281,715
Nursing/Midwifery 5+						
Allied Health Profession						
Health Science Services						
Other Therapeutic						
Personal and Social Care						
Administrative Services					£ 131,764	
Executive						
Support Services						
Emergency Services						
<b>Grand Total</b>	<b>30.62</b>	<b>£ 797,929.49</b>	<b>22.21</b>	<b>£ 908,531</b>	<b>£ 3,452,642</b>	<b>£ 281,715</b>

**Table 4: Supplementary Staffing Data by Division/ CHLP (Quarter 4)**

Division/CHP	Directly Employed Locums (Av WTE)	Directly Employed Locum Costs	Agency Locums (Av WTE)	Agency Locum Costs	Nurse Bank Expenditure	Nurse Agency Expenditure
Acute	19.35	£ 469,234	16.14	£ 686,132	£ 1,919,750	£ 248,739.83
Corporate and Facilities	5.42	£ 186,286	0.00	£ -	£ 83,205	
East Lothian CHP	1.00	£ 31,608	0.10	£ 2,833	£ 104,401	£ 32,974.86
Edinburgh CHP	1.48	£ 34,387	1.65	£ 51,442	£ 568,555	
REAS	0.71	£ 24,559	2.10	£ 84,258	£ 332,567	
Mid Lothian CHP	1.30	£ 19,799	0.02	£ 939	£ 307,141	
West Lothian CHP	1.36	£ 32,056	2.19	£ 82,926	£ 137,022	
<b>Grand Total</b>	<b>30.62</b>	<b>£ 797,929</b>	<b>22.21</b>	<b>£ 908,531</b>	<b>£ 3,452,642</b>	<b>£ 281,714.69</b>

**Table 5: Temporary Staffing data and Employee Relations Cases by Job Family (Quarter 4)**

Job Family	Fixed Term Contracts (Q 4 Av.)	Active Secondments during Q 4	Disciplinary Cases	Grievance Cases	Dignity at Work Cases
Medic & Dental	11.40	0	0	0	2
Medical & Dental Support	4.07	0	1	0	0
Nursing/Midwifery 1-4	29.88	1.00	8	1	4
Nursing/Midwifery 5+	63.98	7.83	33	3	4
Allied Health Profession	31.20	0.00	1	0	0
Health Science Services	15.41	0.50	0	1	0
Other Therapeutic	45.58	0.80	0	0	0
Personal and Social Care	8.80	0.00	0	0	0
Administrative Services	67.22	4.70	5	0	8
Executive	2.00	0	1	0	0
Support Services	11.14	0	8	0	4
Emergency Services	0.00	0	0	0	0
<b>Grand Total</b>	<b>290.68</b>	<b>14.83</b>	<b>57</b>	<b>5</b>	<b>22</b>

**Table 6: Temporary Staffing Data and Employee Relation Cases by Division/ CHP (Quarter 4)**

Division/CHP	Fixed Term Contracts (Q4 Av.)	Active Secondments during Q4	Disciplinary Cases	Grievance Cases	Dignity at Work Cases
Acute	80.57	9.10	24	1	13
Corporate and Facilities	85.85	2.00	15	0	8
East Lothian CHP	12.22	0	3	0	0
Edinburgh CHP	41.73	2.13	9	2	0
REAS	41.91	1.00	1	1	1
Mid Lothian CHP	12.45	0.60	3	1	0
West Lothian CHP	15.96	0.00	2	0	0
<b>Grand Total</b>	<b>290.68</b>	<b>14.83</b>	<b>57</b>	<b>5</b>	<b>22</b>

## Chapter 1 In-Post Staffing

### Headlines

- The Av. Staff In-Post figure for Quarter 4 is 19,044 WTE.
- The Q4 figure has fallen by 596 WTE when compared with the same period last year

### 1.1 Staffing In-Post Figures

NHS Lothian employed on average 19,044 whole time equivalent (WTE) during Quarter 4 of 2010/11, down from an average of 19,093 in Quarter 3.

The table below shows the workforce split by job family as well as by individual CHP/Division. This shows that just over 50% of the total workforce is employed within the Acute Division of NHS Lothian.

**Table 7: In-Post Figures by Job Family and by Division/ CHP**

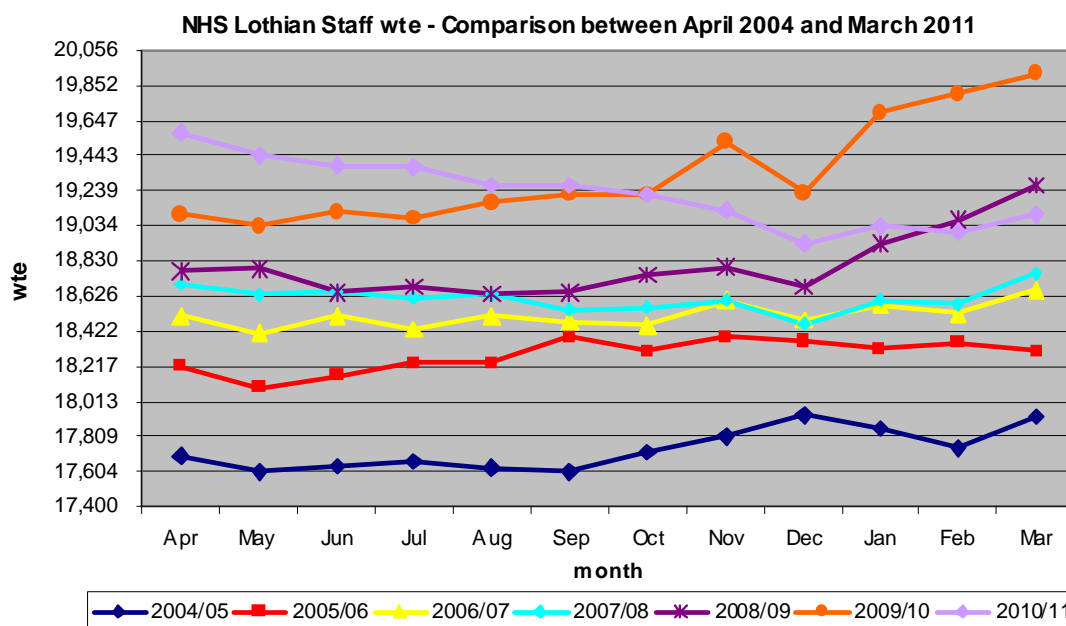
Job Family	Corporate and East Lothian		Edinburgh		REAS	Mid	West Lothian	Quarter Average
	Acute	Facilities	CHP	CHP		Lothian	CHP	
Medic and Dental	1,522.03	40.23	37.84	60.24	87.92	39.12	75.35	1,862.73
Medical and Dental Support	96.25	0.07	-	-	-	-	128.45	224.78
Nursing/Midwifery 1-4	1,185.27	288.51	135.32	345.07	242.52	168.37	169.84	2,534.90
Nursing/Midwifery 5+	3,917.89	468.18	259.36	837.11	398.06	407.96	347.03	6,635.58
Allied Health Profession	720.66	43.39	18.05	296.07	69.46	102.58	143.95	1,394.16
Health Science Services	719.59	15.43	-	23.90	1.33	0.67	2.61	763.54
Other Therapeutic	308.77	8.03	11.48	24.82	96.39	19.74	18.57	487.81
Personal and social care	4.46	33.12	26.25	13.25	-	3.00	6.60	86.68
Administrative Services	1,086.56	1,199.99	73.22	233.28	80.92	61.70	109.86	2,845.52
Executive	13.77	135.02	1.33	7.96	1.00	2.67	4.73	166.49
Support Services	129.16	1,823.96	35.89	20.66	1.00	7.51	4.06	2,022.25
Emergency Services	-	0.51	0.92	-	-	-	-	1.42
Board	-	18.13	-	-	-	-	-	18.13
<b>Total</b>	<b>9,704.41</b>	<b>4,074.59</b>	<b>599.66</b>	<b>1,862.36</b>	<b>978.60</b>	<b>813.31</b>	<b>1,011.05</b>	<b>19,043.99</b>

(Note: Nurse Bank is recorded under 'Corporate and Facilities' before subsequently being re-charged.)

The following chart indicates the steady reduction in the number of staff employed since April 2010. This trend reflects NHS Lothian's position in achieving LRP targets in line with budgetary allocation for 2010/11.

It is anticipated that further LRP efficiencies will require to be made during 2011/12. This is likely to have a continued impression on overall workforce costs and further savings are anticipated.

**Chart 1: Staff in Post Data – Historical Trend 2004/05 – 2010/11.**



**Table 8: Average Workforce Comparison – Q4 Period – 2009/10 and 2010/11**

Job Family	Q 4 2009/10	Q 4 2010/11	Difference	% of Difference
Medic and Dental	1,835.96	1,862.73	26.77	1.46
Medical and Dental Support	200.26	224.78	24.51	12.24
Nursing/Midwifery 1-4	2,664.46	2,534.90	-129.56	-4.86
Nursing/Midwifery 5+	6,821.26	6,635.58	-185.68	-2.72
Allied Health Profession	1,435.47	1,394.16	-41.31	-2.88
Health Science Services	813.11	763.54	-49.56	-6.10
Other Therapeutic	500.22	487.81	-12.41	-2.48
Personal and social care	77.99	86.68	8.68	11.13
Administrative Services	3,029.54	2,845.52	-184.03	-6.07
Executive	174.74	166.49	-8.25	-4.72
Support Services	2,067.06	2,022.25	-44.81	-2.17
Emergency Services	1.99	1.42	-0.57	-28.60
Board	18.00	18.13	0.13	0.00
<b>Total</b>	<b>19,640.08</b>	<b>19,043.99</b>	<b>-596.09</b>	<b>-3.04</b>

The average in-post WTE for Q4 2010/11 compared with the same period in 2009/10 indicates a decrease of 596 WTE (3.04%) overall. Within that same period Executive Staff numbers have decreased by 32.81 WTE (4.72%) and Nursing/ Midwifery 1-4 staff have reduced by 129.56 WTE (4.86%) reflecting both the reduction in the workforce and the transfer of staff to Agenda for Change. (Nurse Bank resource is reported within the Corporate and Facilities Job Family element of the workforce.)



## 1.2 Medical Consultant Data

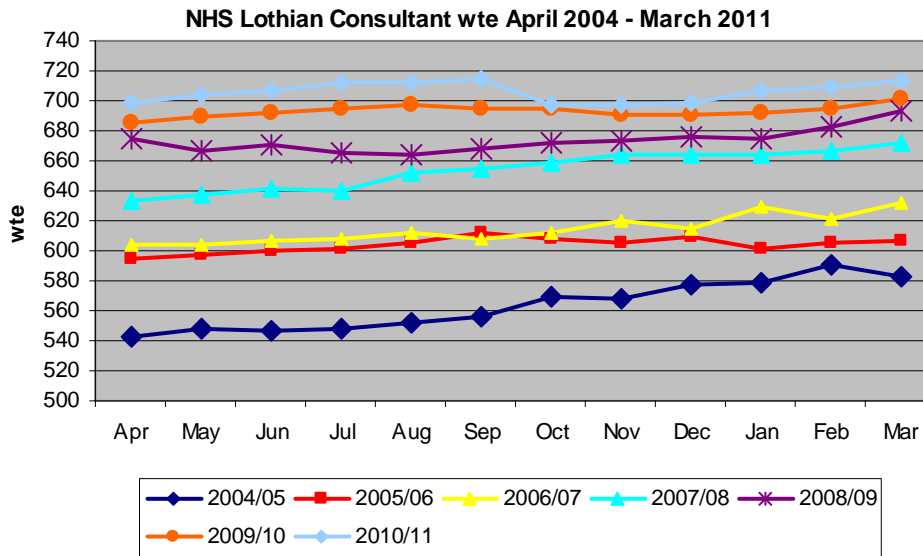
The following table shows the split of the Consultant workforce across all Sectors within the organisation. In total 84% of Consultants are coded to the Acute Sector.

**Table 9: Consultant Workforce by Sector**

Division/Service	January	February	March	Q4 Av. WTE
Acute	590.8	591.64	592.95	591.80
Corporate	18.02	18.6	19.15	18.59
East Lothian CHP	8.02	8.02	8.02	8.02
Edinburgh CHP	20.3	21.6	21.4	21.10
REAS	36.07	35.98	36.78	36.28
Mid Lothian CHP	22.05	22.05	22.05	22.05
West Lothian CHP	10.95	11.92	13.15	12.01
<b>Total</b>	<b>706.21</b>	<b>709.81</b>	<b>713.5</b>	<b>709.84</b>

The following graph offers contextual information in the form of trend data over the last seven years. Consultant numbers have returned to similar levels as witnessed at the start of the 2010/11 financial year.

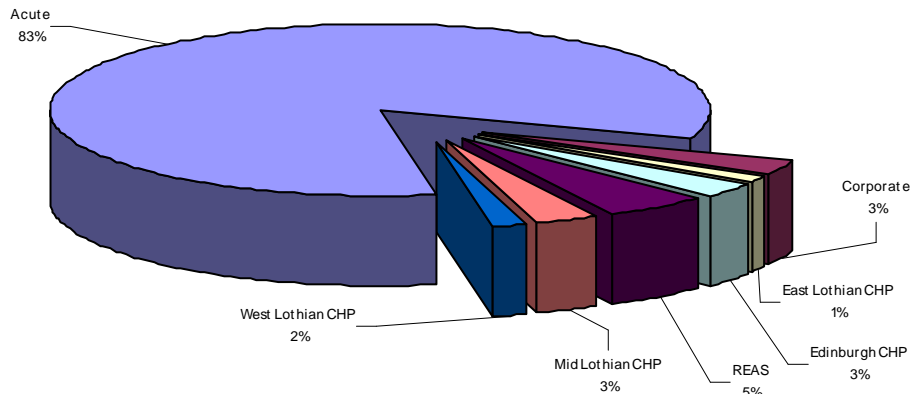
**Chart 2: Consultant Data - Historical Data**



The following chart illustrates the distribution of the Consultant workforce within NHS Lothian. (This does not include University employed honorary consultant staff.)

### Chart 3: Distribution of Consultant Data

Distribution of Consultants from January to March 2011 (Av. WTE)



### 1.3 Consultant PAs

In addition to this information the Workforce Planning Team is now able to provide details of Programmed Activities (PAs) and Extra Programmed Activities (EPAs). In accordance with the consultant contract as at 1<sup>st</sup> April 2005, a consultant is now contracted to work 10 PAs during a week (a PA is made up of a 4 hour period). Any hours over these 10 PAs (for a full time consultant) maybe worked as *Extra Programmed Activities* – these have to be agreed as part of the Job Planning process.

The latest data at September 2010 shows that the number of DCC PAs has increased by 303 since September 2007 to 4,182. However when compared with figures as at September of last year the figure has dropped by 386 – a drop of 8.5%. During the same period SPAs have increased by 91 (5.9%).

The total number of PAs (incl. EPAs) is 6,972, a decrease of 4.3% on data as at September 2009 (down by 5% when excluding EPAs).

The total amount of EPAs is up by 2.5%.

**Table 10: Breakdown of PAs and EPAs**

Note: This does not include data on Honorary Consultant appointments

Period	Total PA's including EPAs	Total PA's exclud EPA's	Total DCC and OOH PAs	SPA's	DCCPA's	OOH PA's	Other External Duties PA's	EPA's	% of DCC & OOHs against Total PA's(Inc EPA's)	% of DCC & OOH against Total PA's(Exc EPA's)
									77%	74%
Sep-07	6,641	5,873	4,365	1,454	3,879	487	54	769	77%	74%
Sep-08	6,945	6,178	4,608	1,441	4,189	419	129	768	77%	73%
Sep-09	7,376	6,621	4,932	1,535	4,568	365	154	755	77%	74%
Sep-10	6,972	6,198	4,587	1,444	4,182	405	168	774	77%	74%

Source: Empower/ PWA

The following table outlines the breakdown of PAs by CMT/CHP.

**Table 11: Breakdown by CMT/CHP**

Note: This does not include data on Honorary Consultant appointments

CMT/CHP	Total PA's exclud EPA's	SPA's	DCC PA's	OOH PA's	Other External Duties PA's	EPA's
Cancer	350.9	74.6	259.4	7.9	9.1	37.5
Cardio	210.0	52.5	132.0	25.5	-	47.0
Clinical Support	722.0	164.5	535.8	5.0	16.8	85.0
Critical Care	280.0	67.0	141.0	51.5	20.5	34.0
Dcn Neurosciences	147.0	35.5	92.8	16.8	2.0	26.0
General Medicine	690.8	162.5	437.5	62.5	28.3	94.0
General Surgery	522.0	117.8	379.3	11.5	13.5	96.5
Head and Neck	410.7	83.8	302.6	19.9	4.5	26.0
MSK	284.5	70.9	192.1	12.0	9.5	27.5
Theatres & Anaesthetics	849.0	198.8	552.2	75.6	22.5	91.0
Women & Children	916.0	215.8	570.5	107.8	22.0	140.0
<b>Acute Total</b>	<b>5,382.9</b>	<b>1,243.5</b>	<b>3,595.0</b>	<b>395.8</b>	<b>148.6</b>	<b>704.5</b>
Corporate & Facilities	90.5	20.6	62.0	5.9	2.0	8.0
East Lothian	56.0	14.0	41.0	1.0	-	7.0
Edinburgh CHP	142.0	34.5	106.8	0.8	-	13.0
Mid Lothian CHP	279.0	72.5	202.5	1.0	3.0	29.5
REAS	166.0	38.5	116.5	-	11.0	7.5
West Lothian CHP	82.0	20.5	58.0	0.5	3.0	4.0
<b>Grand Total</b>	<b>6,198.4</b>	<b>1,444.1</b>	<b>4,181.8</b>	<b>404.9</b>	<b>167.6</b>	<b>773.5</b>

Source: Empower/ PWA

## Chapter 2 Vacancies

### Headlines

- The Average No. of 'Vacancies Created' during Quarter 4 is down by 13% when compared against Quarter 3 2010/11.
- The Average No. of 'Vacancies under Recruitment' is down from an average of 257.67 WTE in Quarter 3 to 215.02 WTE in Quarter 4.

### 2.1 Vacancies Created

This section provides data on the number of vacancies created during Quarter 4 of 2010/11. Further information is also offered on the total number of vacancies currently under recruitment for all staff groups including medical staff.

**Table 12: Vacancies Created in each month (January - March 2011) by Job Family**

Job Family	Jan-11	Feb-11	Mar-11	Average wte
Medic & Dental	16.90	17.10	17.00	17.00
Medical & Dental Support	1.84	1.67	1.00	1.50
Nursing/Midwifery 1-4	11.85	10.76	11.07	11.22
Nursing/Midwifery 5+	27.23	21.86	31.69	26.92
Allied Health Profession	8.89	8.09	10.74	9.24
Health Science Services	1.00	6.00	4.00	3.67
Other Therapeutic	3.91	3.00	2.00	2.97
Personal and Social Care				-
Administrative Services	11.29	10.08	14.68	12.02
Executive	-	3.00	-	1.00
Support Services	3.75	0.67	3.59	2.67
<b>Grand Total</b>	<b>86.65</b>	<b>82.23</b>	<b>95.77</b>	<b>88.22</b>

The above table indicates an increase in the number of vacancies created during the month of March 2011 in line with seasonal trends. However the average number of vacancies created during Quarter 4 was still lower than that for the previous quarter. (The average number of vacancies in Quarter 3 was 101.76 WTE.) This downward trend suggests that generally vacancies are being managed appropriately in line with efficiency targets.

The same information is offered below this time showing the number of vacancies created per Division and CHP.

**Table 13: Vacancies Created in each month (January - March 2011) by Division/ CHP**

Division/CHP	Jan-11	Feb-11	Mar-11	Average wte
Acute	56.54	52.17	52.69	53.80
Corporate and Facilities	14.39	8.94	14.02	12.45
East Lothian CHP	0.40	1.53	1.00	0.98
Edinburgh CHP	5.82	6.67	16.94	9.81
REAS	5.60	1.00	2.60	3.07
Mid Lothian CHP	2.50	3.00	1.00	2.17
West Lothian CHP	1.40	8.93	7.51	5.95
<b>Grand Total</b>	<b>86.65</b>	<b>82.23</b>	<b>95.77</b>	<b>88.22</b>

The table below provides a comparison of the vacancies created during Quarter 4 with those in the same period last year. Once again this demonstrates a significant reduction in the number of vacancies created - a drop of more than 55%.

**Table 14: Comparison of Quarter 4 Vacancies**

Job Family	Q4 2009/10	Q4 2010/11	Difference wte	% of Difference
Medic & Dental	16.33	17.00	0.67	4.11
Medical & Dental Support	-	1.50	1.50	100.00
Nursing/Midwifery 1-4	25.75	11.22	-14.52	-56.40
Nursing/Midwifery 5+	72.96	26.92	-46.04	-63.10
Allied Health Profession	30.32	9.24	-21.08	-69.52
Health Science Services	6.90	3.67	-3.24	-46.88
Other Therapeutic	10.63	2.97	-7.66	-72.07
Personal and Social Care	-	-	-	-
Administrative Services	25.32	12.02	-13.30	-52.55
Executive	1.00	1.00	0.00	0.00
Support Services	9.52	2.67	-6.85	-71.92
<b>Total Average WTE</b>	<b>198.73</b>	<b>88.22</b>	<b>-110.51</b>	<b>-55.61</b>

## 2.2 Vacancies under Recruitment

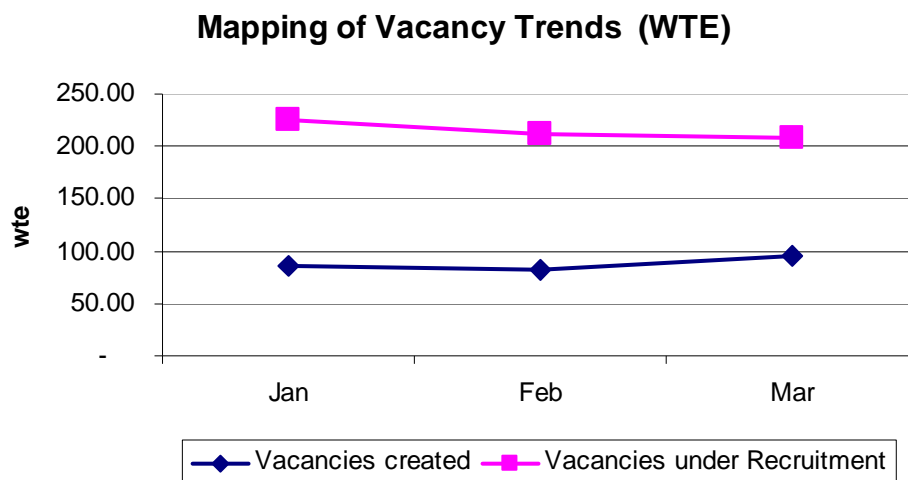
The following table outlines the overall number of vacancies in the system, ie not just those created in a particular month. The table indicates overall vacancies have remained relatively steady during the 3 month period. However the Q4 average WTE is down from an average of 257.67 WTE in the previous quarter (Q3) and is on a par with that for Quarter 2 (July - Sept 2010).

Due to the way this information is collected it is not possible to split this data into Job Family – instead these are reported under ‘Whitley’ categories.

**Table 15: Vacancies under Recruitment (January - March)**

Whitley/ Staff Category	Jan	Feb	Mar	Q4 Av. wte
Medical and Dental	22.30	29.00	32.50	27.93
Nurse Registered	94.55	66.51	54.83	71.96
Nurse Non Registered	37.64	35.25	26.33	33.08
AHP	24.37	25.65	28.00	26.01
Pharmacy	1.00	1.00	1.00	1.00
PTB	4.75	6.75	4.00	5.16
Scientific and Professional	9.61	8.60	10.80	9.67
Admin and Clerical	21.02	29.20	39.66	29.96
Executive	1.00	4.00	3.00	2.67
Ancillary	9.16	5.43	8.17	7.59
Maintenance	0.00	0.00	0.00	0.00
<b>Total</b>	<b>225.39</b>	<b>211.39</b>	<b>208.29</b>	<b>215.02</b>

**Chart 4: Comparison of Vacancies**



It is interesting to note that the level of 'Vacancies under Recruitment' has decreased slightly at year end whereas the number of 'Vacancies Created' is clearly increasing

The changes to the vacancy process as part of the managed LRP efficiency programme may explain the relationship between vacancies created and vacancies under recruitment over the last 3 months of the year.

When a vacancy is received and created on the system (empower), if it is approved for filling via redeployment only, then the vacancy will be kept for up to 3 months while attempts are made to fill the vacancy from the redeployment list.

## Chapter 3 Staffing Costs

### Headlines:

#### Staffing Costs for Quarter 4:

- Quarter 4 Workforce Expenditure (Total Gross Charge) = c£188 Million
- Quarter 4 Workforce costs up by 0.53% on same period last year.
- Consultant Workforce Expenditure for Quarter 4 has increased by £420K compared with the same period in 2009/10.
- The Q3 Overtime Expenditure was c£1.36M, UP from £1.23M in the previous Quarter.
- The total expenditure associated with enhanced costs during Quarter 4, was c£9.2 Million.

### 3.1 Workforce Expenditure

The information contained within the following tables represent the Gross Charge to NHS Lothian and includes all employers' costs and additional payroll costs such as overtime and shift premiums, details of which are included later in this report. Note: These figures exclude distinction awards and agency expenditure.

The total workforce expenditure for Quarter 4 2010/11 was c£188 Million, representing an increase of 0.5% on the overall workforce bill when compared with Quarter 4 in 2009/10. This data is split across individual Job Families, Divisions and CHPs and is outlined in the tables below.

**Table 16: Quarter 4 Workforce Expenditure by Job Family and Division/CHP**

Job Family	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Quarter Total
Medic and Dental	£ 35,925,418	£ 1,113,874	£ 1,013,431	£ 1,627,898	£ 2,072,166	£ 1,044,018	£ 1,491,155	£ 44,287,959
Medical and Dental Support	£ 769,599	£ 446	£ -	£ -	£ -	£ -	£ 892,582	£ 1,662,627
Nursing/Midwifery 1-4	£ 6,741,541	£ 1,617,661	£ 832,946	£ 2,030,388	£ 1,503,031	£ 1,035,432	£ 1,063,098	£ 14,824,097
Nursing/Midwifery 5+	£ 39,638,301	£ 4,303,078	£ 2,703,391	£ 8,364,389	£ 3,825,050	£ 4,075,914	£ 3,564,036	£ 66,474,159
Allied Health Profession	£ 7,194,708	£ 435,004	£ 172,018	£ 2,990,632	£ 636,402	£ 938,693	£ 1,357,115	£ 13,724,571
Health Science Services	£ 7,145,300	£ 139,989	£ -	£ 248,580	£ 14,730	£ 3,138	£ 13,471	£ 7,565,210
Other Therapeutic	£ 2,910,037	£ 86,361	£ 159,752	£ 341,703	£ 1,131,320	£ 260,259	£ 214,361	£ 5,103,793
Personal and social care	£ 43,110	£ 439,166	£ 279,961	£ 162,468	£ -	£ 34,673	£ 68,553	£ 1,027,931
Administrative Services	£ 6,616,014	£ 8,751,018	£ 510,122	£ 1,440,876	£ 483,095	£ 369,698	£ 626,784	£ 18,797,607
Executive	£ 267,221	£ 2,688,395	£ 23,015	£ 167,201	£ 22,419	£ 59,165	£ 87,839	£ 3,315,255
Support Services	£ 733,711	£ 10,016,097	£ 264,946	£ 103,468	£ 4,285	£ 37,763	£ 18,263	£ 11,178,534
Emergency Services	£ -	£ 1,964	£ 7,273	£ -	£ -	£ -	£ -	£ 9,236
Board	£ -	£ 66,974	£ -	£ -	£ -	£ -	£ -	£ 66,974
	£ 107,984,961	£ 29,660,028	£ 5,966,853	£ 17,477,602	£ 9,692,497	£ 7,858,753	£ 9,397,257	£ 188,037,951

Workforce costs across the Acute Sector account for 57% of the overall workforce pay bill. The Medical & Dental workforce costs amount to 24% of the total costs. Likewise the combined Nursing and Midwifery workforce account for 43% of the overall workforce pay bill.

Workforce expenditure has remained relatively stable during this financial year (2010/11). The average monthly workforce expenditure for Quarter 4 equates to c£62.7 Million compared with c£62.9 Million in Quarter 3, c£62.8 Million for Quarter 2, and c£63.6 Million in Quarter 1.

The table below details the expenditure for January to March 2011 by Job Family.

**Table 17: Breakdown of Expenditure by Month and Job Family**

Job Family	January	February	March	Total
Medic and Dental	14,724,813	14,679,054	14,884,093	44,287,959
Medical and Dental Support	556,045	559,827	546,755	1,662,627
Nursing/Midwifery 1-4	4,836,551	5,031,919	4,955,626	14,824,097
Nursing/Midwifery 5+	21,968,228	22,503,794	22,002,136	66,474,159
Allied Health Profession	4,488,708	4,731,744	4,504,119	13,724,571
Health Science Services	2,519,318	2,547,486	2,498,405	7,565,210
Other Therapeutic	1,684,648	1,701,668	1,717,477	5,103,793
Personal and social care	324,169	382,994	320,767	1,027,931
Administrative Services	6,225,634	6,349,782	6,222,192	18,797,607
Executive	1,105,824	1,104,616	1,104,815	3,315,255
Support Services	2,996,252	3,763,142	4,419,140	11,178,534
Emergency Services	7,273	875	1,088	9,236
Board	22,701	24,492	19,781	66,974
<b>Total</b>	<b>61,460,163</b>	<b>63,381,392</b>	<b>63,196,397</b>	<b>188,037,951</b>

Finally the table below outlines the comparison of expenditure with the same period last year and confirms that overall expenditure is up by just under £1 Million, an increase of 0.53%.

**Table 18: Comparison of Expenditure – Total Gross Charge**

Job Family	Q4 2009/10	Q4 2010/11	Difference	% of Difference
Medic and Dental	43,972,077	44,287,959	315,883	0.72
Medical and Dental Support	1,444,873	1,662,627	217,754	15.07
Nursing/Midwifery 1-4	14,950,440	14,824,097	-126,343	-0.85
Nursing/Midwifery 5+	66,004,437	66,474,159	469,722	0.71
Allied Health Profession	13,188,239	13,724,571	536,332	4.07
Health Science Services	7,812,693	7,565,210	-247,483	-3.17
Other Therapeutic	5,028,673	5,103,793	75,120	1.49
Personal and social care	885,614	1,027,931	142,316	16.07
Administrative Services	19,205,164	18,797,607	-407,557	-2.12
Executive	3,613,246	3,315,255	-297,991	-8.25
Support Services	10,859,754	11,178,534	318,780	2.94
Emergency Services	15,129	9,236	-5,893	-38.95
Board	60,692	66,974	6,281	10.35
<b>Total</b>	<b>187,041,030</b>	<b>188,037,951</b>	<b>996,921</b>	<b>0.53</b>



In summary, **payroll costs have increased by £996K** during Q4 2010/11 when compared with the same period in 2009/10. This contrasts with the In-Post WTE comparison for the same period which shows that the Average workforce WTE decreased by 3.04% (see Chapter 1) compared with the same period last year.

### 3.2 Medical and Dental Consultant Expenditure

The Consultant workforce expenditure for Quarter 4 has decreased by c£10K on the previous quarter. However these figures represent an increase of £420K on the same period in 2009/10.

A further breakdown of Consultant expenditure per month is offered in the table below.

**Table 19: Consultant Expenditure for the Quarter 4 Period.**

Division/CHP	January	February	March	Q4 - Total Consultant Gross Charge
Acute	£ 6,848,696	£ 6,880,726	£ 6,866,090	£ 20,595,512
Corporate	£ 188,060	£ 210,362	£ 201,595	£ 600,016
East Lothian CHP	£ 89,348	£ 89,507	£ 89,423	£ 268,278
Edinburgh CHP	£ 225,213	£ 240,002	£ 241,648	£ 706,863
REAS	£ 401,320	£ 406,604	£ 403,640	£ 1,211,564
Mid Lothian CHP	£ 217,961	£ 220,230	£ 220,317	£ 658,508
West Lothian CHP	£ 118,950	£ 124,186	£ 128,133	£ 371,270
<b>Total</b>	<b>£ 8,089,548</b>	<b>£ 8,171,618</b>	<b>£ 8,150,846</b>	<b>£ 24,412,012</b>

### 3.3 Overtime

The total overtime cost for Q4 (2010/11) was c£1.36m, up from £1.23m in the previous Quarter (+10.5%). The following table illustrates the distribution of these costs by job family and by Division/ CHP.

**Table 20: Quarter 4 Overtime Expenditure by Job Family and Division/ CHP (excl Medical & Dental)**

Job Family	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Ytd Total
Medical and Dental Support	£ 15,941	£ -	£ -	£ -	£ -	£ -	£ 183	£ 16,124
Nursing/Midwifery 1-4	£ 22,053	£ 127	£ 1,049	£ 3,251	£ 1,089	£ 209	£ 457	£ 28,235
Nursing/Midwifery 5+	£ 331,138	£ 11,089	£ 2,947	£ 5,999	£ 3,362	£ 5,153	£ 3,144	£ 362,833
Allied Health Profession	£ 257,261	£ 1,859	£ 387	£ 8,063	£ 244	£ -	£ 5,773	£ 273,586
Health Science Services	£ 81,853	£ -	£ -	£ 1,944	£ -	£ -	£ -	£ 83,796
Other Therapeutic	£ 20,255	£ -	£ -	£ -	£ 156	£ -	£ 131	£ 20,543
Personal and social care	£ 277	£ -	£ -	£ -	£ -	£ -	£ -	£ 277
Administrative Services	£ 37,238	£ 58,371	£ 1,938	£ 2,436	£ 503	£ 3,184	£ 2,348	£ 106,018
Executive	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Support Services	£ 25,405	£ 433,354	£ 318	£ 3,187	£ -	£ 1,395	£ -	£ 463,658
Emergency Services	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 791,422</b>	<b>£ 504,800</b>	<b>£ 6,639</b>	<b>£ 24,879</b>	<b>£ 5,355</b>	<b>£ 9,941</b>	<b>£ 12,035</b>	<b>£ 1,355,071</b>

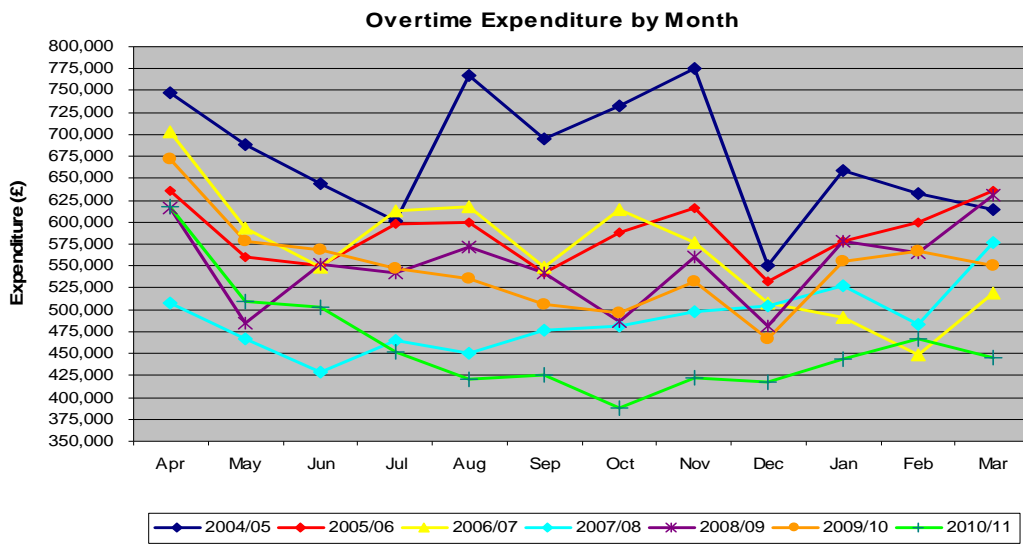
The above table shows that the greatest increases on the previous quarter were across:

- Nursing 5+ (+11.5%)
- AHPs (+31.8%)
- Healthcare Science (+34.4%)

The above table shows that considerable overtime was paid out across Registered Nursing and Midwifery staff, AHPs and Support Services staff. These staff groups alone account for approximately 80% of the overtime pay bill. This is further reflected in that the areas of high overtime payment are across the Acute Division, Corporate and Facilities. These combined areas account for 96% of the total overtime bill.

The overtime payment level while down on previous years does in fact follow a similar pattern to that recorded in 2009/10. This is illustrated in the graph below.

**Chart 5: Overtime Expenditure – Trend**



Further analysis shows that the number of people receiving overtime payments increased during Quarter 4 (+1.4%). The table below shows the number of people receiving overtime payments for January, February and March split by a fixed overtime category. This compares with a total of 6,168 instances during Quarter 1 and 5,219 during Quarter 2 and 4,952 instances during Quarter 3.

**Table 21: Quarter 4 Overtime Payments by Category**

Overtime Category	Jan-11	Feb-11	Mar-11	Total Instances
<£1,000	1,658	1,703	1,532	4,893
£1,000 - £1,499	34	35	35	104
£1,500 - £1,999	3	8	5	16
£2,000 - £2,499	2	3	2	7
£2,500 - £4,499	1	-	1	2
>£5,000	1	-	-	1
<b>Grand Total</b>	<b>1,699</b>	<b>1,749</b>	<b>1,575</b>	<b>5,023</b>

The table below details the spread of overtime payments by individual Agenda for Change Band during Quarter 4. While the vast majority of payments fall within the '<£1,000' category there are small pockets that may require immediate attention to ensure they are compliant with EWTR and represent the most cost effective way of delivering services.

**Table 22: Quarter 4 Overtime Payments by AfC Band**

Band	<£1,000	£1,000 - £1,499	£1,500 - £1,999	£2,000 - £2,499	£2,500 - £4,999	>£5,000	Total Instances
1	731	-	-	-	-	-	731
2	1,025	14	2	-	-	-	1,041
3	323	6	1	-	-	-	330
4	463	12	2	1	-	-	478
5	1,153	22	4	1	-	-	1,180
6	806	30	3	3	1	-	843
7	373	17	4	2	-	-	396
8	19	3	-	-	1	1	24
<b>Grand Total</b>	<b>4,893</b>	<b>104</b>	<b>16</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>5,023</b>

Finally the table below depicts the spread of overtime payments by Division/ CHP. It shows that just over 53% of overtime instances were awarded to staff working within the Acute Sector and approximately 40% being awarded to those within the Corporate and Facilities Division. It also suggests that 2 individuals received an overtime payment within the £2,500-£4,999 bracket during the Quarter 4 period.

**Table 23: Quarter 4 Overtime Payments by Category and Division/ CHP**

Acute/CHP	<£1,000	£1,000 - £1,499	£1,500 - £1,999	£2,000 - £2,499	£2,500 - £4,999	>£5,000	Total Instances
Acute	2,610	62	10	5	1	1	2,689
Corporate & Facilities	1,296	30	4	2	1	-	1,985
East Lothian CHP	685	12	2	-	-	-	43
Edinburgh CHP	87	-	-	-	-	-	128
Mental Health	87	-	-	-	-	-	50
Midlothian Chp	61	-	-	-	-	-	61
West Lothian CHP	67	-	-	-	-	-	67
<b>Grand Total</b>	<b>4,893</b>	<b>104</b>	<b>16</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>5,023</b>

### 3.4 Enhanced Pay Costs

These payments are made to staff working on a shift basis and as such attract an enhancement for night, un-social, Saturday and Sunday hours working. Whitley payments have now changed to a variable scale depending on AfC Band and shift. For example a Band 2 working on either a Sunday or Public Holiday will now receive time plus 88% - those staff on a Band 4 working the same shift will receive time plus 60%.

The following table illustrates the distribution of enhanced pay costs by job family and by Division/CHP for this period.

**Table 24: Breakdown of Enhanced Pay Costs by Job Family and Division/ CHP**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Ytd Total
	Acute	Facilities	CHP	CHP		CHP	CHP	
Medical and Dental Support	£ 13,064	£ -	£ -	£ -	£ -	£ -	£ -	£ 13,064
Nursing/Midwifery 1-4	£ 598,822	£ 335,266	£ 139,943	£ 341,695	£ 260,897	£ 175,828	£ 163,779	£ 2,016,231
Nursing/Midwifery 5+	£ 3,988,550	£ 315,173	£ 255,496	£ 493,996	£ 348,383	£ 227,634	£ 203,810	£ 5,833,042
Allied Health Profession	£ 52,444	£ 1,385	£ -	£ 4,604	£ 830	£ 148	£ 2,066	£ 61,476
Health Science Services	£ 34,228	£ 216	£ -	£ -	£ -	£ -	£ 59	£ 34,502
Other Therapeutic	£ 27,909	£ 146	£ 323	£ 119	£ 2,610	£ 759	£ 937	£ 32,803
Personal and social care	£ 677	£ -	£ -	£ 657	£ -	£ 42	£ -	£ 1,375
Administrative Services	£ 66,972	£ 84,980	£ 50,858	£ 1,651	£ 8,242	£ 142	£ 4,502	£ 217,347
Executive	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Support Services	£ 28,619	£ 887,314	£ 81,159	£ 120	£ 193	£ 5,277	£ 77	£ 1,002,760
Emergency Services	£ -	£ 2	£ 2,885	£ -	£ -	£ -	£ -	£ 2,886
<b>Total</b>	<b>£ 4,811,285</b>	<b>£ 1,624,482</b>	<b>£ 530,665</b>	<b>£ 842,841</b>	<b>£ 621,155</b>	<b>£ 409,830</b>	<b>£ 375,229</b>	<b>£ 9,215,487</b>

The total enhanced cost figure for Quarter 4, 2010/11 was c£9.2 Million (up by 10.8% on the previous quarter.)

Enhanced payments made to registered nurses and midwives account for over 60% of the overall Enhanced pay bill. Payment made to Support Services staff account for over 10% of the overall enhanced pay bill. In a similar vein the Acute and Corporate & Facilities Divisions account for 42% and 18% respectively of the overall enhanced pay bill. The following table outlines the monthly spend during the Quarter 4 period on Enhanced Pay by individual Job Family groups.

**Table 25: Breakdown of Enhanced Pay Costs by Job Family and by Month**

Job Family	January	February	March	Total
Medical and Dental Support	£ 4,137	£ 5,357	£ 3,570	£ 13,064
Nursing/Midwifery 1-4	£ 651,270	£ 752,430	£ 612,531	£ 2,016,231
Nursing/Midwifery 5+	£ 1,913,193	£ 2,265,878	£ 1,653,971	£ 5,833,042
Allied Health Profession	£ 21,722	£ 23,238	£ 16,516	£ 61,476
Health Science Services	£ 11,129	£ 14,255	£ 9,118	£ 34,502
Other Therapeutic	£ 16,230	£ 11,938	£ 4,636	£ 32,803
Personal and social care	£ 471	£ 1,230	£ 325	£ 1,375
Administrative Services	£ 87,775	£ 78,503	£ 51,069	£ 217,347
Executive	£ -	£ -	£ -	£ -
Support Services	£ 315,692	£ 318,898	£ 368,170	£ 1,002,760
Emergency Services	£ 2,885	£ 2	£ -	£ 2,886
<b>Total</b>	<b>£ 3,024,504</b>	<b>£ 3,471,730</b>	<b>£ 2,719,254</b>	<b>£ 9,215,487</b>

The overall figure for Quarter 4 is the highest of any of the quarters reported during 2010/11 (Quarter 3 - c£8.34 Million; Quarter 2 - c£8.16 Million; Quarter 1 - c£8.9 Million).

### 3.5 Overtime and Enhanced Pay Combined

The combined total of overtime and enhanced pay set against all Nursing and Midwifery staff amounts to c£6.2 Million for the Quarter 4 period and accounts for approximately 60% of the overall combined total. Support services combined total amounts to c£1.46M and 14% of the overall combined total.

The Acute Sector accounts for c£5.6 Million, 53% of combined total and Corporate & Facilities account for £2.13Million, and 20% of the combined total.

### 3.6 Training Grade Doctor Banding Payments

The following section details the situation in terms of banding payments made to training grade staff in the year to date.

**Table 26: Training Grade Doctor Banding Payments for Quarter 4 by Division/ CHP**

Division/CHP	Jan-11	Feb-11	Mar-11	Quarter Total	% of Total
Acute	1,075,956	1,054,713	1,079,601	3,210,270	91.57%
Corporate	1,638	45,421	6,281	53,339	1.52%
East Lothian CHP	10,206	3,381	8,127	21,714	0.62%
Edin Lothian CHP	9,177	7,056	10,139	26,372	0.75%
REAS	55,162	9,994	50,387	115,543	3.30%
Mid Lothian CHP	10,461	10,486	10,723	31,670	0.90%
West Lothian CHP	15,413	15,357	16,235	47,005	1.34%
<b>Total</b>	<b>1,178,012</b>	<b>1,146,409</b>	<b>1,181,492</b>	<b>3,505,913</b>	<b>100.00%</b>

Overall Banding Payments made in Quarter 4 2010/11 remained similar to those made during Quarter 3 at c£3.5 Million, but were down from £3.96 Million recorded for the same period last year. The vast majority of payments are accounted for within the Acute Division. The total cost for the year was £14.23M, down from £16.13M for the previous year.

## Chapter 4 Staff Turnover

### Headlines:

- NHS Lothian's Turnover Rate for Q4 2010/11 = 2.13%
- There were a total of 480 leavers during January, February and March 2011.
- The highest turnover rate of any job Family is that for Executive staff at 2.92%
- The highest turnover rate of any Division/ CHP is that for Corporate & Facilities at 2.39%
- 79 employees retired on age grounds during Quarter 4
- 289 staff under the age of 50 left NHS Lothian during Quarter 4, (60% of all leavers).

### 4.1 Leavers

During Quarter 4, a total of 480 staff left NHS Lothian employment, giving a turnover rate for the organisation of 2.13%. This is up on the previous Quarter's figures of 418 staff, and a turnover rate of 1.80%.

The highest number of leavers was recorded against Registered Nurses and Midwives and across the acute sector with 137 and 241 leavers respectively. (Note: these figures do not include Bank or Junior Doctor Staff.)

The following tables offer more specific details by Job Family and by Divisions/ CHPs.

**Table 27: Total Number of leavers during Quarter 4 2010/11**

Job Family	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian CHP	West Lothian CHP	Total No. of Leavers
Medic and Dental	22	4	2	1	-	-	1	30
Medical And Dental Support	1	-	-	-	-	-	5	6
Nursing/Midwifery 1-4	49	-	3	10	3	4	4	73
Nursing/Midwifery 5+	99	3	7	14	4	3	7	137
Allied Health Profession	15	2	-	12	3	6	4	42
Healthcare Sciences	18	1	-	-	-	-	1	20
Other Therapeutic	7	-	-	-	8	-	-	15
Personal And Social Care	-	1	1	-	-	-	-	2
Administrative Services	27	29	2	6	4	4	5	77
Executive	1	4	-	-	-	-	-	5
Support Services	2	67	2	-	-	2	-	73
Emergency Services	-	-	-	-	-	-	-	-
Board	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>241</b>	<b>111</b>	<b>17</b>	<b>43</b>	<b>22</b>	<b>19</b>	<b>27</b>	<b>480</b>

**Table 28: Leaving Rate (%) for Quarter 4 by Job Family and by Division/ CHP**

Job Family	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian CHP	West Lothian CHP	Turnover (%) for Quarter 4
Medic & Dental	2.68	4.71	1.89	1.32	0.00	0.00	0.66	2.25
Medical & Dental Support	0.90	0.00	0.00	0.00	0.00	0.00	2.19	1.77
Nursing/Midwifery 1-4	3.35	0.00	1.70	2.08	1.10	2.01	1.80	2.56
Nursing/Midwifery 5+	2.10	1.09	2.11	1.32	0.90	0.63	1.62	1.77
Allied Health Profession	1.43	4.17	0.00	2.69	3.13	4.44	1.75	2.07
Health Science Services	2.21	5.88	0.00	0.00	0.00	0.00	25.00	2.31
Other Therapeutic	1.67	0.00	0.00	0.00	6.25	0.00	0.00	2.25
Personal and Social Care	0.00	2.17	3.23	0.00	0.00	0.00	0.00	1.83
Administrative Services	1.98	2.11	1.72	1.79	4.21	4.88	3.14	2.18
Executive	7.14	2.92	0.00	0.00	0.00	0.00	0.00	2.92
Support Services	1.41	2.60	2.04	0.00	0.00	18.18	0.00	2.55
Emergency Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Board	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Grand Total</b>	<b>2.21</b>	<b>2.39</b>	<b>1.88</b>	<b>1.71</b>	<b>2.01</b>	<b>1.93</b>	<b>1.84</b>	<b>2.13</b>

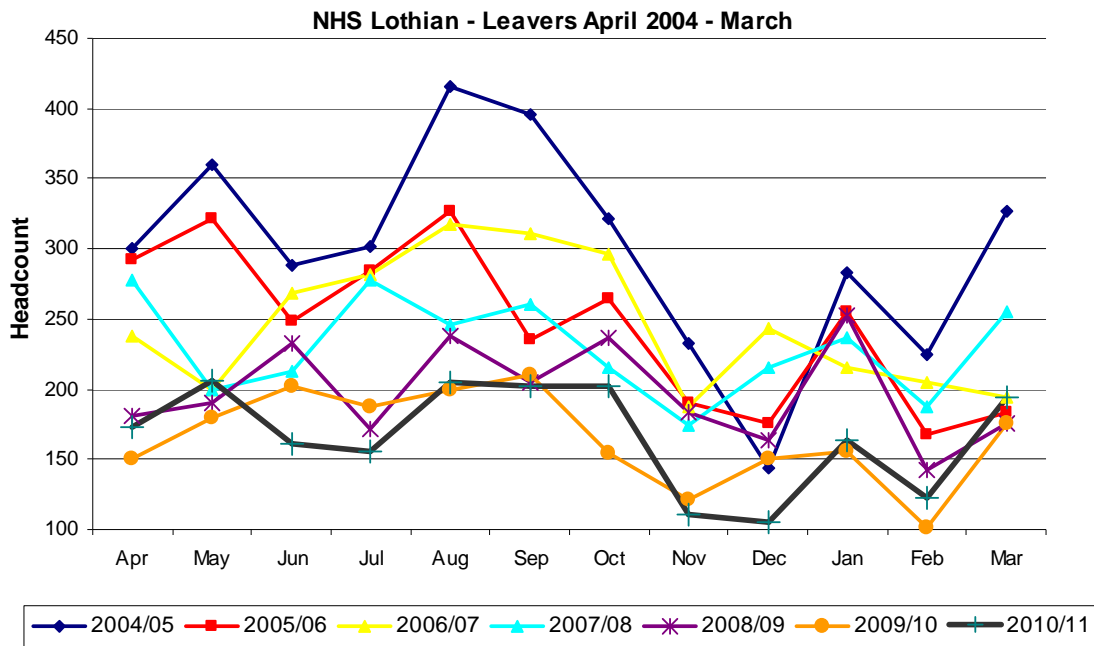
The following table plots the number of leavers in each of the months for Quarter 4, split by Job Family. It shows that the number of leavers increased during the month of March (40% of total leavers in Q4).

**Table 29: Trend of leavers during Quarter 4 (2010/11)**

Job Family	Jan	Feb	Mar	Total for Q 4
Medic & Dental	9	10	11	30
Medical & Dental Support	1	2	3	6
Nursing/Midwifery 1-4	22	20	31	73
Nursing/Midwifery 5+	57	33	47	137
Allied Health Profession	11	10	21	42
Health Science Services	8	4	8	20
Other Therapeutic	10	-	5	15
Personal and Social Care	-	1	1	2
Administrative Services	26	13	38	77
Executive	-	2	3	5
Support Services	20	27	26	73
Emergency Services	-	-	-	-
Board	-	-	-	-
<b>Grand Total</b>	<b>164</b>	<b>122</b>	<b>194</b>	<b>480</b>

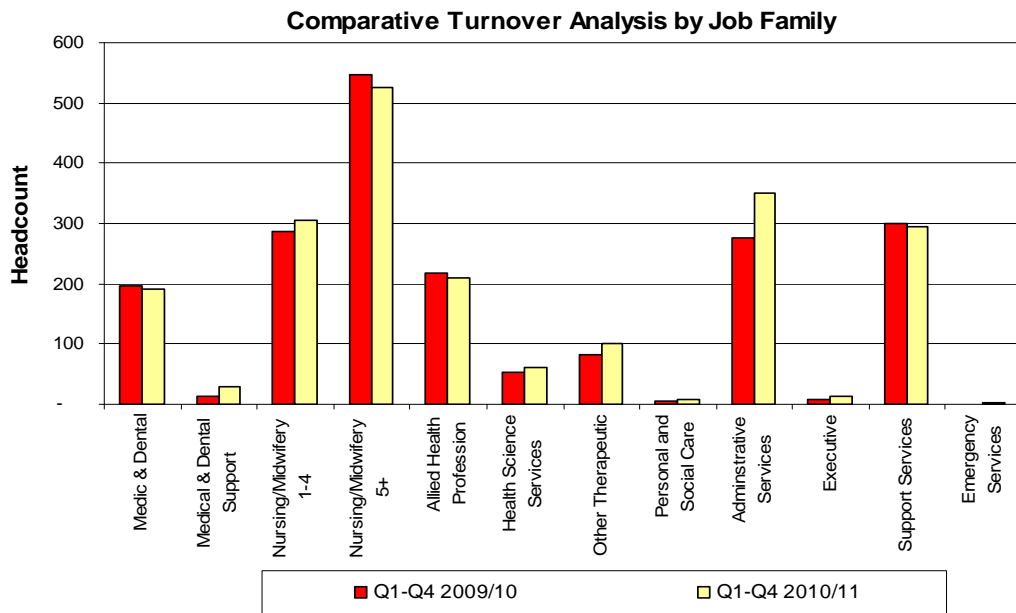
The data shown in the above table is mapped to trend data in each of the last 7 years and plotted in the chart below.

**Chart 6: Trend of Number of Leavers since April 2004.**



The following chart shows the comparative levels of turnover during the Quarter 1–4 period for 2009/10 and again for 2010/11 by individual job family.

**Chart 7: Comparative Analysis of Turnover – Q1-Q4 Period (2009/10 & 2010/11)**

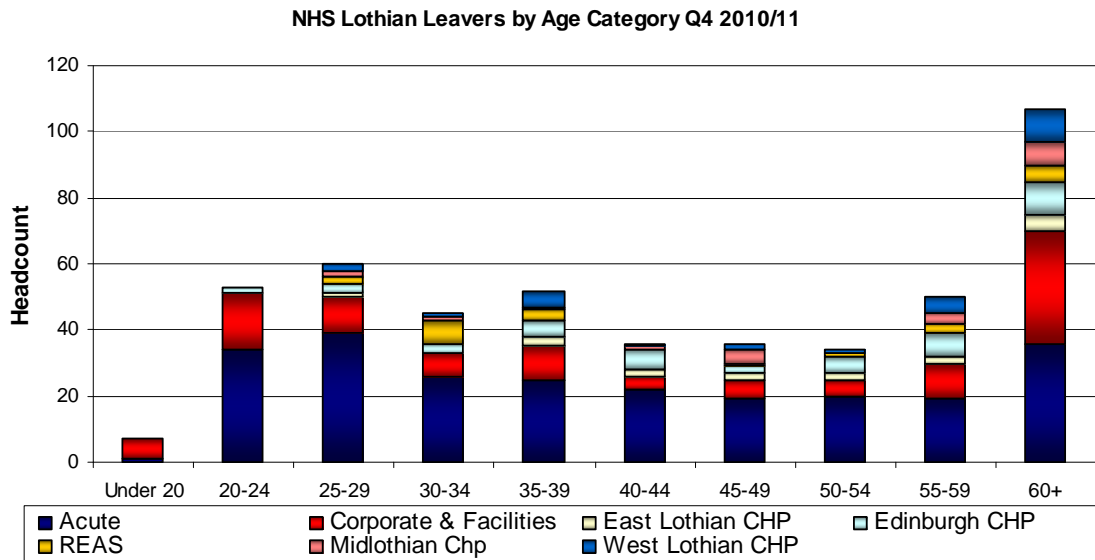




During Quarter 4, the largest group of leavers came from the 60+ age category, which includes those retiring from the service due to age, closely followed by those aged 25-29.

The table below also illustrates that 289 staff under the age of 50 left NHS Lothian during Quarter 4, which accounts for 60 % of all leavers during that period.

**Chart 8: NHS Lothian Leavers by Age Category**



## 4.2 Reasons for Leaving

A total of 79 individuals were recorded as retiring on age grounds during the fourth quarter of 2010/11. A further 22 retired on other grounds including Voluntary Early Retiral.

The following table provides a breakdown of the reasons for leaving NHS Lothian by Job Family.

**Table 30: Reasons for Leaving by Job Family**

Reason Description	Medic	Medical And Dental Support	Nursing/Midwifery 1-4	Nursing/Midwifery 5+	Allied Health Profession	Healthcare Sciences	Other Therapeutic	Personal And Social Care	Administrative Services	Executive	Support Services	Emergency Services	Grand Total
Death in Service	-	1	2	1	-	-	-	-	-	-	2	-	6
Dismissal	-	-	5	1	1	1	-	-	-	-	11	-	20
Dismissal capability	-	-	1	1	-	-	1	-	-	-	1	-	4
End Of Contract	-	-	-	1	-	-	-	-	-	-	-	-	1
End of fixed term contract	1	-	2	11	7	3	7	-	6	-	-	-	37
Ill health	-	1	2	3	-	1	-	-	4	-	4	-	15
New employment NHS outwith Scotland	-	-	1	13	1	-	-	-	1	-	-	-	16
New employment within NHS Scotland	1	-	4	10	5	3	1	-	2	-	2	-	28
Non Occupational illness	-	-	-	-	-	-	-	-	-	-	1	-	1
Other	7	3	29	37	7	5	1	-	14	-	12	-	115
Pregnancy	-	-	-	-	-	1	-	-	1	-	-	-	2
Retirement - age	10	-	13	21	4	4	1	-	17	-	9	-	79
Retirement other	2	-	3	2	1	-	1	-	1	-	1	-	11
Voluntary Early retirement - actuarial reduction	-	-	-	4	1	-	-	-	3	-	-	-	8
Voluntary Early retirement - no actuarial reduction	-	-	-	-	1	-	-	-	1	1	-	-	3
Voluntary resignation - lack of opportunity	-	-	-	1	-	-	-	-	-	-	-	-	1
Voluntary resignation - lateral move	-	-	1	3	2	-	-	-	2	-	1	-	9
Voluntary resignation - other	8	1	10	27	10	2	2	2	24	3	29	-	118
Voluntary resignation - promotion	1	-	-	1	2	-	1	-	-	1	-	-	6
<b>Grand Total</b>	<b>30</b>	<b>6</b>	<b>73</b>	<b>137</b>	<b>42</b>	<b>20</b>	<b>15</b>	<b>2</b>	<b>77</b>	<b>5</b>	<b>73</b>	<b>-</b>	<b>480</b>

The following table provides a breakdown of the reasons for leaving NHS Lothian by Division/ CHP.

**Table 31: Reasons for leaving by Division/ CHP**

Reason Description	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian Chp	West Lothian CHP	Grand Total
Death in Service	3	2	-	1	-	-	-	6
Dismissal	8	11	-	-	-	1	-	20
Dismissal capability	3	1	-	-	-	-	-	4
End Of Contract	1	-	-	-	-	-	-	1
End of fixed term contract	17	3	4	5	7	-	1	37
Ill health	6	3	3	1	-	1	1	15
New employment NHS outwith Scotland	13	-	-	1	1	1	-	16
New employment within NHS Scotland	19	4	-	-	2	1	2	28
Non Occupational illness	-	1	-	-	-	-	-	1
Other	83	15	1	8	1	2	5	115
Pregnancy	1	1	-	-	-	-	-	2
Retirement - age	28	21	2	7	7	6	8	79
Retirement other	5	2	2	1	-	1	-	11
Voluntary Early retirement - actuarial reduction	6	-	-	2	-	-	-	8
Voluntary Early retirement - no actuarial reduction	-	2	-	-	-	1	-	3
Voluntary resignation - lack of opportunity	-	-	-	-	-	-	1	1
Voluntary resignation - lateral move	3	2	-	-	1	2	1	9
Voluntary resignation - other	43	42	4	15	3	3	8	118
Voluntary resignation - promotion	2	1	1	2	-	-	-	6
<b>Grand Total</b>	<b>241</b>	<b>111</b>	<b>17</b>	<b>43</b>	<b>22</b>	<b>19</b>	<b>27</b>	<b>480</b>

The highest number of leavers was recorded across the Acute Sector with 241 leavers in Quarter 4. Similarly the highest number of leavers by Job Family was recorded for Nursing/ Midwifery 5+ with 137 leavers during the Quarter 4 period.

In total the number of leavers across Acute and Corporate & Facilities sectors account for approximately 73% of all leavers in NHS Lothian during Quarter 4.

## Chapter 5 Staff Absence

**National Target for Sickness Absence = 4.0%**

**SWISS Sickness Absence rate for Quarter 4= 4.49% (down from 4.67% in Q3)**

### Local Rates for Quarter 4:

- Total Sickness Absence rate = 4.66% (up from 5.00% in Quarter 3 2010/11)
- Support Services = 6.34%
- Nursing 1-4 rate = 7.50%
- Nursing 5+ rate = 5.11%
- Mid-Lothian CHP rate = 4.79%
- REAS = 5.85%
- West Lothian CHP rate = 5.46%
- All Absence rate for NHS Lothian = 7.17%

This chapter focuses on staff absence across the organisation including:

- Sickness Absence
- Other Leave
- All Absence
- Medical Absence

### 5.1 Sickness Absence

This section details sickness absence recorded on Empower as well as SSTS. The following table and chart detail sickness absence across service areas for the Quarter 4 period (January - March 2011). These figures should be noted in line with the national target of 4% sickness absence.

The table below outlines the average sickness absence rate for the Quarter 4 period, split by job family and by Division and CHP.

**Table 32: Sickness Absence by Job Family and Division/ CHP for Quarter 4.**

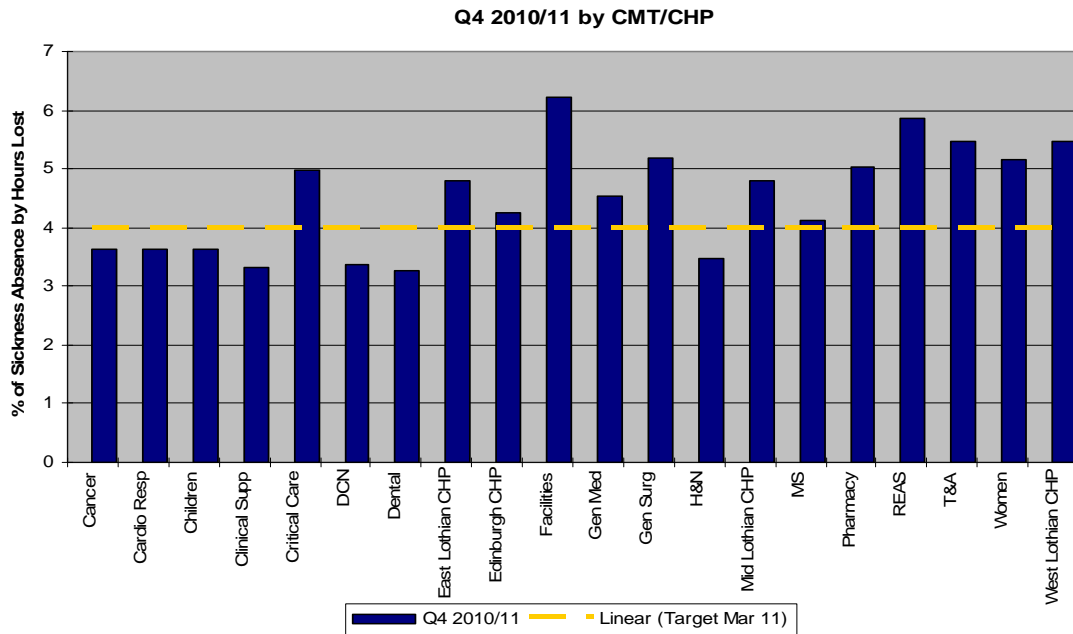
Job Family	Corporate and Facilities		East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Total
	Acute							
Medic&Dental	0.86	0.18	7.49	2.18	1.59	1.61	2.79	1.15
Medical &Dental Support	3.33	-	-	-	-	-	6.18	4.96
Nursing 1-4	7.18	10.45	6.94	6.96	9.20	7.23	8.98	7.50
Nursing 5+	5.17	3.66	4.30	4.39	6.81	5.13	5.76	5.11
AHP	3.11	2.28	4.98	2.58	1.95	3.10	4.97	3.13
Health SS	3.57	1.00	-	1.02	71.68	-	9.11	3.57
Other Therap.	5.36	0.45	2.62	0.25	0.99	0.91	1.08	3.76
Personal & social care	0.69	1.84	2.20	3.60	-	0.51	1.23	2.07
Admin Services	4.22	4.33	2.97	3.51	4.14	2.56	2.14	4.05
Executive	3.65	2.22	-	-	-	-	-	2.10
Support Services	8.95	6.26	3.78	3.62	4.10	4.37	1.33	6.34
Emergency Services	-	-	-	-	-	-	-	-
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>4.36</b>	<b>5.09</b>	<b>4.79</b>	<b>4.26</b>	<b>5.85</b>	<b>4.79</b>	<b>5.46</b>	<b>4.66</b>

The figures within the table reflect a reduction in the sickness absence rate overall, down from 5.00% reported in Quarter 3.

As with previous quarters there are significant differences in the levels of sickness absence between Division/CHPs. In some cases this is because there are low numbers of staff within particular staff groups and therefore this can lead to percentages being comparatively high.

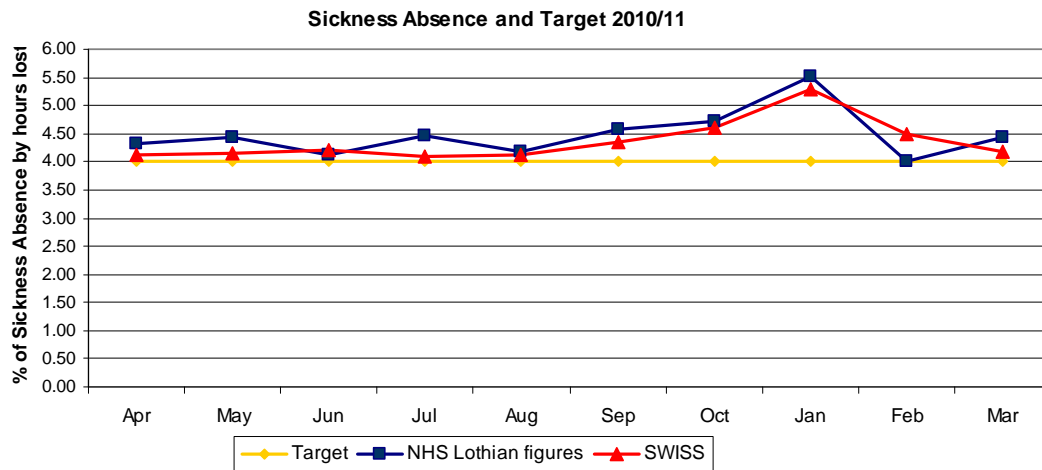
To emphasise the point the following table shows the absence rate across a range of service areas mapped to the national 4% absence rate. It clearly shows that most areas are continuing to exceed this nationally approved target.

**Chart 9: Comparison of Sickness Absence against National Target**



The national sickness target rate of 4% is measured by sickness absence figures held in the central workforce information repository (SWISS). The following graph plots the different absence figures against the 4% target rate.

**Chart 10: Sickness Absence – Trends**



The Empower (NHS Lothian) figures are different from those found in SWISS. This is a result of the assumptions made for SWISS figures e.g. assumed that all staff work 37.5 hours over five days – 7.5 hours per day, this underestimates absence as a large proportion of the nursing workforce are on 12.5 hours shifts. Notwithstanding these differences the trends between SWISS and local figures closely match. Given that a number of Boards do not have a comprehensive HR system the SWISS figures remain those against which progress is measured.

NHS Lothian's SWISS sickness absence figures have reduced during Quarter 4 from 4.67% in Quarter 3 to 4.49%.

Achieving or exceeding this national target will further reduce the need for supplementary staffing.

## 5.2 Other Absence

The 'Other Absence' rate, i.e. all other recorded absence not including sickness absence, for Quarter 4 was 2.51 %. A full breakdown by Job Family and by Division/CHP is offered in the table below.

**Table 33: Other absence by Job Family and Division/ CHP for Quarter 4**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Total
	Acute		CHP	CHP		CHP	CHP	
Medic and Dental	1.59	7.67	1.05	0.73	0.50	1.37	0.46	1.56
Medical and Dental Support	0.49	-	-	-	-	-	1.01	0.79
Nursing/Midwifery 1-4	2.65	0.50	2.24	2.36	3.80	1.41	2.99	2.63
Nursing/Midwifery 5+	4.10	1.60	1.95	3.24	4.68	1.70	3.21	3.65
Allied Health Profession	2.56	2.85	0.14	2.30	6.11	0.76	7.75	3.06
Health Science Services	1.20	0.70	-	1.54	-	4.59	4.95	1.21
Other Therapeutic	1.98	7.46	0.17	2.13	3.16	1.94	0.42	2.19
Personal and social care	2.42	1.05	9.09	1.12	-	-	14.78	4.57
Administrative Services	0.74	1.99	0.20	1.45	1.88	0.51	0.53	1.32
Executive	1.45	0.59	-	-	-	-	-	0.60
Support Services	0.63	1.94	0.13	1.38	1.54	-	-	1.81
Emergency Services	-	-	-	-	-	-	-	-
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2.66</b>	<b>1.94</b>	<b>1.85</b>	<b>2.53</b>	<b>3.77</b>	<b>1.40</b>	<b>3.03</b>	<b>2.51</b>

### 5.3 All Absence

By combining the 'Sickness Absence' rates with the 'Other Absence' rates we are able to plot the 'All Absence' rates for individual job family groups as well as for individual Divisions/ CHPs as shown in the table below.

**Table 34: All Absence by Job Family and by Division/ CHP**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Total
	Acute		CHP	CHP		CHP	CHP	
Medic and Dental	2.45	7.85	8.53	2.91	2.09	2.98	3.25	2.71
Medical and Dental Support	3.83	-	-	-	-	-	7.18	5.74
Nursing/Midwifery 1-4	9.83	10.94	9.18	9.33	13.00	8.63	11.97	10.13
Nursing/Midwifery 5+	9.27	5.26	6.25	7.64	11.49	6.83	8.97	8.76
Allied Health Profession	5.67	5.13	5.12	4.88	8.06	3.86	12.72	6.19
Health Science Services	4.77	1.69	-	2.56	71.68	4.59	14.05	4.79
Other Therapeutic	7.35	7.91	2.79	2.38	4.15	2.84	1.50	5.95
Personal and social care	3.11	2.88	11.29	4.72	-	0.51	16.01	6.64
Administrative Services	4.96	6.31	3.18	4.96	6.01	3.06	2.67	5.38
Executive	5.10	2.81	-	-	-	-	-	2.70
Support Services	9.57	8.20	3.90	5.00	5.64	4.37	1.33	8.15
Emergency Services	-	-	-	-	-	-	-	-
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>7.02</b>	<b>7.03</b>	<b>6.64</b>	<b>6.80</b>	<b>9.62</b>	<b>6.18</b>	<b>8.49</b>	<b>7.17</b>

The above table confirms that the All Absence rate has increased in the last quarter. It also shows that across certain service areas and job families the total percentage lost to all absence is in excess of 10%.

## 5.4 Medical Absence

The following table sets out the medical staff absence rates for sickness, maternity and study leave by Division/ CHP for the Quarter 4 period.

**Table 35: Breakdown of Medical Absence by Directorate/ CHP**

LDP	% Sickness	% Maternity	% Study Leave
Cancer	1.84	0.72	0.68
Cardio	0.29	0.00	0.49
Children	0.91	1.10	1.27
Clinical Support	1.28	0.00	0.60
Critical Care	0.00	-	1.72
DCN	0.00	-	0.75
General Medicine	0.83	0.46	0.93
General Surgery	0.33	-	0.86
Head & Neck	0.25	-	1.65
Musculo-Skeletal	0.12	-	1.83
Theatre & Anaesthetics	1.09	-	2.37
Women	1.52	-	1.32
<b>Acute Total</b>	<b>0.82</b>	<b>0.27</b>	<b>1.18</b>
East Lothian CHP	7.76	0.35	0.38
Edinburgh CHP	2.34	-	0.26
Royal Ed and Ass Services	1.62	0.00	0.33
Mid Lothain CHP	1.66	-	1.21
West Lothian CHP	0.76	-	0.26
<b>Total</b>	<b>1.08</b>	<b>0.24</b>	<b>1.07</b>

The highest levels of sickness absence are against East Lothian CHP (7.76%) Edinburgh CHP (2.34%).

The same absence information is plotted against individual medical grades/ categories and is offered in the table below. Whilst absence levels are low, there are areas such as children's services where maternity leave poses significant challenges in maintaining compliant rotas.

**Table 36: Breakdown of Medical Absence by Medical Category**

Medical Category	% Sickness	% Maternity	% Study Leave
Consultant	1.03	0.31	1.36
FY	0.35	0.00	0.27
Other	3.98	0.20	0.15
SAS	3.50	0.00	1.18
ST's	0.87	0.31	1.21
<b>Grand Total</b>	<b>1.08</b>	<b>0.24</b>	<b>1.07</b>



## Chapter 6 Supplementary Staffing

### Headlines:

- **Directly Employed Locum spend for Quarter 4, 2010/11 = £797,929**
- **Agency Locum spend = £908,531.**
- **Bank Expenditure = c£3.45 Million**
- **Nurse Agency Expenditure = £281,715**

For the purposes of this report the term 'Supplementary Staffing' includes the following:

- Directly employed medical Locum staff
- Agency Medical Locums
- Nurse Bank staff
- Nurse Agency staff
- Other 'bank' staff

### 6.1 Directly Employed Locums

Directly Employed Locums are paid via NHS Lothian payroll and do not include those Locums employed via external agencies.

The vast majority of Directly Employed Locum staff are employed at Consultant level (63%) and their associated expenditure amounts to 65% of the total expenditure for Directly Employed Locum staff.

The following tables outline the usage and associated expenditure by medical category.

**Table 37: Directly Employed Locum Usage (WTE) by Month and Grade.**

Grade	January	February	March	Q4 Average
Clinical Fellow/Assistant	0.09	0.09	0.09	0.09
Consultant	16.16	21.70	19.61	19.16
Medical Officer	7.58	6.31	7.78	7.22
Spec Doctors	4.55	4.55	3.35	4.15
Staff Grade	-	-	-	-
Training	-	-	-	-
<b>Total</b>	<b>28.38</b>	<b>32.65</b>	<b>30.83</b>	<b>30.62</b>

The Quarter 4 usage represents an increase on that reported during Quarter 3, up from 27.87 WTE.

**Table 38: Directly Employed Locum Expenditure by Month and Grade.**

Grade	January	February	March	Total in Q4
Clinical Fellow/Assistant	£ 402	£ 402	£ 402	£ 1,207
Consultant	£ 143,226	£ 202,779	£ 168,775	£ 514,780
Medical Officer	£ 71,579	£ 62,302	£ 88,214	£ 222,095
Spec Doctors	£ 22,399	£ 21,228	£ 16,221	£ 59,848
Staff Grade	£ -	£ -	£ -	£ -
Training	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 237,606</b>	<b>£ 286,711</b>	<b>£ 237,189</b>	<b>£ 797,929</b>

The total expenditure on Directly Employed Locum staff increased by £35,942 during the Quarter 4 period (+4.7%). This data is also shown by Division/ CHP in the following tables, with the Acute Sector accounting for 63% of Directly Employed Locum usage and 59% of expenditure.

**Table 39: Directly Employed Locum Usage by Division/ CHP**

Division/CHP	Directly Employed Locums (average)
Acute	19.35
Corporate & Facilities	5.42
East Lothian CHP	1.00
Edinburgh CHP	1.48
REAS	0.71
Midlothian Chp	1.30
West Lothian CHP	1.36
<b>Total</b>	<b>30.62</b>

**Table 40: Directly Employed Locum Expenditure by Division/ CHP**

Division/CHP	Directly Employed Locums (Expenditure)
Acute	469,234
Corporate & Facilities	186,286
East Lothian CHP	31,608
Edinburgh CHP	34,387
REAS	24,559
Midlothian Chp	19,799
West Lothian CHP	32,056
<b>Total</b>	<b>797,929</b>

For the Q4 period Directly Employed Medical Locum staff costs equated to an average of £104,236 per WTE locum per annum.

## Length of Service

The following table outlines the breakdown of the length of service for Directly Employed Locums for data held as at **March 2011 only**.

**Table 41: Directly Employed Locums by Length of Service and Grad**

Grade/ Length of Service	0 - 3 months	4 - 6 months	7 - 9 months	10 - 12 months	1-2 years	2 years+	Grand Total
Locum Consultant	5.3	2.6	2.7	3	2.9	3.11	19.61
Dentist Locum CA						0.09	0.09
Other Locum	1.6	1.86	1.12	0.28	0.32	2.6	7.78
Spec Doc Locum			1		2.35		3.35
SPR Locum						0	0
Staff Doc Locum						0	0
<b>Grand Total</b>	<b>6.9</b>	<b>4.46</b>	<b>4.82</b>	<b>3.28</b>	<b>5.57</b>	<b>5.8</b>	<b>30.83</b>

The total figure is up from that taken at December 2010 (26.44 WTE) but is similar to that reported at September 2010 (30.14 WTE).

## 6.2 Medical Agency Locums

In addition to Directly Paid Medical Locum staff expenditure, Medical Agency Locum expenditure accounted for a further c£0.9m during the Q4 2010/11 period. The average WTE usage figure over the same period was 22.21 WTE. The following table outlines this information for each of the 3 months by medical grade.

**Table 42: Agency Locum Usage by Grade**

Grade	January	February	March	Q4 Av. WTE
Consultant	8.45	8.35	8.04	8.28
FY2	0.63	0.00	0.03	0.22
SHO	0.29	1.19	2.12	1.20
Specialist Registrar	1.84	5.85	4.34	4.01
ST1	1.56	0.65	0.51	0.91
ST2	0.09	0.05	0.00	0.05
ST3	4.12	3.43	2.26	3.27
Staff Grade	6.24	3.15	3.44	4.28
<b>Grand Total</b>	<b>23.21</b>	<b>22.68</b>	<b>20.74</b>	<b>22.21</b>

The table below shows the expenditure against each of the 3 months for Quarter 4 split by medical grade.

**Table 43: Medical Agency Locum Expenditure by Grade**

Grade	January	February	March	Grand Total
Consultant	£152,166	£149,007	£147,653	£448,826
FY2	£5,584	£0	£289	£5,873
SHO	£2,453	£11,006	£18,852	£32,310
Specialist Registrar	£23,469	£72,122	£53,851	£149,442
ST1	£12,207	£6,302	£4,878	£23,388
ST2	£718	£507	£0	£1,225
ST3	£41,281	£34,194	£21,867	£97,342
Staff Grade	£72,591	£37,208	£40,326	£150,126
<b>Grand Total</b>	<b>£310,469</b>	<b>£310,346</b>	<b>£287,716</b>	<b>£908,531</b>

The average usage for Agency Medical Locum staff split across Divisions and CHPs is outlined in the table below, the vast majority being accounted for within the Acute Sector.

**Table 44: Agency Medical Locum Usage by Division/ CHP**

Division/ CHP	January	February	March	Q4 Av. WTE
Acute	17.49	15.64	15.28	16.14
East Lothian CHP	0.07	0.00	0.23	0.10
Edinburgh CHP	1.52	1.79	1.65	1.65
REAS	1.73	2.83	1.75	2.10
Mid Lothian	0.00	0.07	0.00	0.02
West Lothian CHP	2.40	2.35	1.83	2.19
<b>Grand Total</b>	<b>23.21</b>	<b>22.68</b>	<b>20.74</b>	<b>22.21</b>

The expenditure associated with Agency Medical Locum staff split across Divisions and CHPs is outlined in the table below, the vast majority being accounted for within the Acute Sector.

**Table 45: Agency Medical Locum Expenditure by Division/ CHP**

Division/ CHP	January	February	March	Grand Total
Acute	£242,989	£225,111	£218,033	£686,132
East Lothian CHP	£662	£0	£2,171	£2,833
Edinburgh CHP	£15,805	£18,143	£17,494	£51,442
REAS	£21,631	£38,046	£24,581	£84,258
Mid Lothian	£0	£939	£0	£939
West Lothian CHP	£29,383	£28,106	£25,437	£82,926
<b>Grand Total</b>	<b>£310,469</b>	<b>£310,346</b>	<b>£287,716</b>	<b>£908,531</b>

For the Q4 period Agency Medical Locum staff costs equated to an average of £163,626 per WTE locum per annum.

### 6.3 Nurse Bank

The total expenditure for Bank Staff during Quarter 4, 2010/11 was £3.45 Million.

NHS Lothian has been making considerable progress in reducing nurse bank expenditure. However the expenditure for Quarter 4 shows a decrease compared to that for Quarter 3 which peaked at £3.6 Million.

The average usage for the Quarter 4 period was 440.32 WTE.

The following table notes the Q4 Av usage and total Bank expenditure by Job Family for the Quarter 4 period.

**Table 46: Bank Usage and Expenditure by Job Family (Quarter 4)**

Job Family	Q4 Av Usage (WTE)	Total Expenditure
Nursing/Midwifery 5+	197.13	£ 1,930,815
Nursing/Midwifery 1-4	243.19	£ 1,390,063
Administrative Services	0.00	£ 131,764
<b>Total</b>	<b>440.32</b>	<b>£ 3,452,642</b>

The following table offers the same information but this time split by Division/ CHP

**Table 47: Bank Expenditure by Division/ CHP**

Divison/CHP	Q4 Av Usage (WTE)	Total Expenditure
Acute	249.42	£ 1,919,750
Corporate & Facilities	0.43	£ 83,205
East Lothian CHP	11.36	£ 104,401
Edinburgh CHP	75.12	£ 568,555
REAS	46.34	£ 332,567
Midlothian Chp	42.29	£ 307,141
West Lothian CHP	15.36	£ 137,022
<b>Total in Quarter 4</b>	<b>440.32</b>	<b>£ 3,452,642</b>

**Table 48: Bank Expenditure per month by Division/ CHP (Quarter 4 Period)**

Month	Divison/CHP	Actual	Accrual	accrl mvt	Total in mth cost
<b>December Total</b>		£ 1,362,159	£ 398,981	£ 135,213	£ 1,497,372
January	Acute	£ 541,873	£ 157,748	-£ 9,472	£ 532,401
	Corporate & Facilities	£ 22,686	£ 9,960	-£ 11,292	£ 11,394
	East Lothian CHP	£ 43,914	£ 6,624	-£ 22,558	£ 21,356
	Edinburgh CHP	£ 152,528	£ 37,438	-£ 28,854	£ 123,675
	REAS	£ 120,794	£ 23,748	-£ 34,781	£ 86,013
	Midlothian Chp	£ 93,463	£ 22,676	-£ 21,520	£ 71,943
	West Lothian CHP	£ 38,227	£ 9,077	-£ 3,234	£ 34,993
<b>January Total</b>		£ 1,013,485	£ 267,270	-£ 131,711	£ 881,774
February	Acute	£ 656,672	£ 358,150	£ 200,402	£ 857,074
	Corporate & Facilities	£ 28,842	£ 27,011	£ 17,052	£ 45,893
	East Lothian CHP	£ 39,156	£ 26,352	£ 19,727	£ 58,883
	Edinburgh CHP	£ 180,136	£ 128,946	£ 91,508	£ 271,644
	REAS	£ 101,895	£ 75,809	£ 52,062	£ 153,957
	Midlothian Chp	£ 100,346	£ 65,590	£ 42,914	£ 143,260
	West Lothian CHP	£ 47,466	£ 29,277	£ 20,200	£ 67,666
<b>February Total</b>		£ 1,154,513	£ 711,135	£ 443,865	£ 1,598,379
March	Acute	£ 764,228	£ 124,197	-£ 233,953	£ 530,275
	Corporate & Facilities	£ 33,335	£ 19,594	-£ 7,417	£ 25,917
	East Lothian CHP	£ 35,902	£ 14,611	-£ 11,740	£ 24,161
	Edinburgh CHP	£ 241,962	£ 60,220	-£ 68,726	£ 173,236
	REAS	£ 137,285	£ 31,123	-£ 44,687	£ 92,598
	Midlothian Chp	£ 126,642	£ 30,887	-£ 34,703	£ 91,938
	West Lothian CHP	£ 54,659	£ 8,981	-£ 20,296	£ 34,363
<b>March Total</b>		£ 1,394,012	£ 289,613	-£ 421,522	£ 972,490

Bank expenditure within Primary Care accounts for 42% of the total bill for Bank Nurse Expenditure.

## 6.2 Nurse Agency

NHS Lothian's reliance on Agency staff has reduced significantly in recent years. The following set of tables provide details of expenditure by job family and by Division/ CHP.

**Table 49: Agency Expenditure by Job Family (January - March)**

Job Family	Total Cost
Nursing & Midwifery 1-4	£ -
Nursing & Midwifery 5+	£ 281,715
<b>Total</b>	<b>281,715</b>

The overall expenditure on agency staffing is up slightly on the Quarter 3 figure (£260,310). However this compares very favourably when compared with expenditure against bank staffing for the same period.

The following table details the expenditure for each month by Job Family. The spike at March may suggest that cover was required to cover annual leave at year end.

**Table 50: Breakdown of Agency Expenditure by Job Family (January – March)**

Month	Job Family	Total Cost
January	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 37,573
<b>January Total</b>		<b>£ 37,573</b>
February	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 47,430
<b>February Total</b>		<b>£ 47,430</b>
March	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 196,712
<b>March Total</b>		<b>£ 196,712</b>

The same data is expressed by Division/ CHP for Quarter 4 and is outlined in the following tables.

**Table 51: Agency Expenditure by Division/ CHP (Quarter 4)**

Division/ CHP	Total in mth cost for Q4
Acute	248,740
East Lothian CHP	32,975
<b>Total</b>	<b>281,715</b>

When compared to the figures reported in Quarter 3 the amount reported against the Acute Division has increased by £24,049 while the amount recorded against Primary Care (East Lothian CHP) has decreased by £2,335

The same information is also recorded for the individual months of Quarter 4.

**Table 52: Breakdown of Agency Expenditure by Division/ CHP (January – March 2010/11)**

Month	Division/ CHP	Total Cost
January	Acute	£ 32,531
	East Lothian CHP	£ 5,041
<b>January Total</b>		<b>£ 37,573</b>
February	Acute	£ 44,512
	East Lothian CHP	£ 2,917
<b>February Total</b>		<b>£ 47,430</b>
March	Acute	£ 171,696
	East Lothian CHP	£ 25,016
<b>March Total</b>		<b>£ 196,712</b>

The above set of tables confirm that agency nurse expenditure across NHS Lothian is considerably lower in comparison to that for Nurse Bank – in fact it accounts for approximately 8% of the total bank expenditure recorded during Quarter 4.

## Chapter 7 Temporary Staffing

### Headlines:

- The average number of fixed term contracts during Quarter 4 was 290.68 WTE.
- A total of 22 secondments were in place during Quarter 4 2010/11

The term Temporary Staffing covers staff on fixed-term contracts and also those employed under secondment arrangements

### 7.1 Fixed Term Contract Holders

The table below shows a steady increase during Quarter 4 of this financial year – the total number is higher than that for the previous Quarter, up from an average of 260.72 WTE in Quarter 3.

The greatest use of fixed-term contracts for the Quarter 4 period is across the registered Nursing and Administrative Services Job Families. The combined total accounts for over 45% of all fixed term contracts in place for the period January – March 2011.

**Table 53: Fixed Term Contracts per month (Quarter 4)**

Job Family	Jan	Feb	Mar	Q4 Av (WTE)
Medic & Dental	7.93	12.44	13.84	11.40
Medical & Dental Support	4.40	4.00	3.80	4.07
Nursing/Midwifery 1-4	30.21	30.21	29.21	29.88
Nursing/Midwifery 5+	63.23	64.79	63.93	63.98
Allied Health Profession	32.39	31.06	30.16	31.20
Health Science Services	15.41	15.41	15.41	15.41
Other Therapeutic	45.08	44.88	46.78	45.58
Personal and Social Care	8.80	8.80	8.80	8.80
Administrative Services	65.39	66.39	69.89	67.22
Executive	2.00	2.00	2.00	2.00
Support Services	11.49	10.96	10.96	11.14
<b>Grand Total</b>	<b>286.33</b>	<b>290.94</b>	<b>294.78</b>	<b>290.68</b>

The number of those on a fixed term contract has steadily increased during the Quarter 4 period.



**Table 54: Fixed Term Contracts by Division/ CHP (Quarter 4)**

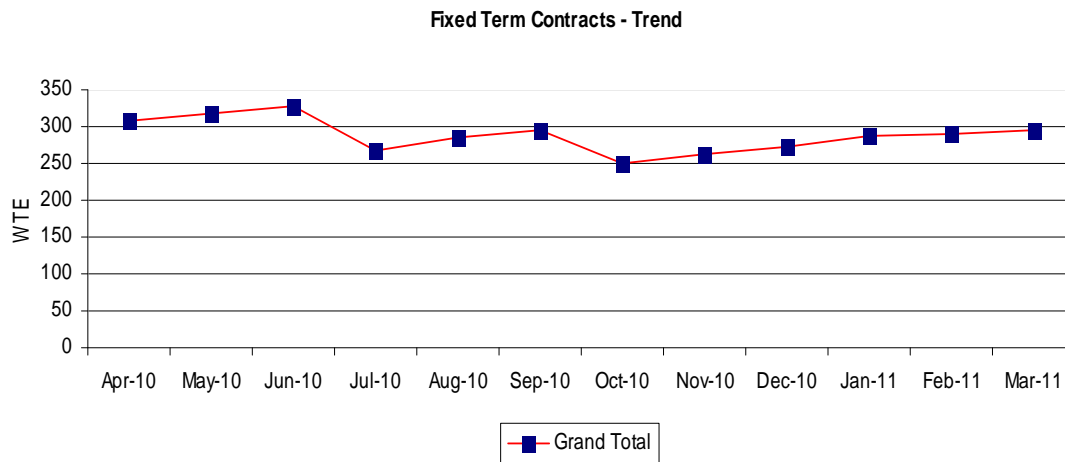
Division/ CHP	Jan	Feb	Mar	Q4 Av (WTE)
Acute	79.96	82.62	79.12	80.57
Corporate & Facilities	83.59	85.27	88.7	85.85
East Lothian CHP	11.85	11.85	12.95	12.22
Edinburgh CHP	41.81	41.38	41.99	41.73
Mental Health	41.04	41.64	43.04	41.91
Midlothian Chp	11.52	12.52	13.32	12.45
West Lothian CHP	16.56	15.66	15.66	15.96
<b>Grand Total</b>	<b>286.33</b>	<b>290.94</b>	<b>294.78</b>	<b>290.68</b>

The table above also shows that fixed term contracts were least prevalent across East Lothian CHP (4.2% of all fixed term contracts). The number of fixed term contracts across the Acute and Corporate & Facilities Divisions amounted to almost 60% of all contracts agreed during the Quarter 4 period.

**Fixed Term Contracts – Trend**

The trend so far for the number of fixed term contracts for this financial year to date is plotted in the following graph.

**Chart 11: Fixed Term Contracts – Trend 2010/11**



## 7.2 Secondments

### 7.2.1 Profile of Secondments

The table below provides details of staff on secondment both within and outwith NHS Lothian. The table shows totals for Quarter 4 2010/11 which takes into account the secondment figures during Quarter 1, 2 and 3 as well as at the start of the financial year.

**Table 55: Profile of Secondments prior to and during Quarters 1 - 4**

Quarter	Area Seconded To	Secondment Type	Active		Completed	
			Heads	wte	Heads	wte
Previous to 2010/11			151	132.57	43	39.48
Q1	NHS Lothian	higher grade	9	8.64	-	-
		lower grade	1	1.00	-	-
		same grade	2	2.00	-	-
	NHS Lothian Total		12	11.64	-	-
	Outwith NHS Lothian	same grade	3	2.46	-	-
Outwith NHS Lothian Total		3	2.46	-	-	
<b>Q1 Total</b>			<b>15</b>	<b>14.10</b>	<b>-</b>	<b>-</b>
Q2	NHS Lothian	higher grade	3	2.30	-	-
		lower grade	-	-	-	-
		same grade	7	5.53	-	-
	NHS Lothian Total		10	7.83	-	-
	Outwith NHS Lothian	higher grade	2	1.48	-	-
	lower grade	1	1.00	-	-	
	same grade	9	7.50	-	-	
Outwith NHS Lothian Total		12	9.98	-	-	
<b>Q2 Total</b>			<b>22</b>	<b>17.81</b>	<b>-</b>	<b>-</b>
Q3	NHS Lothian	higher grade	6	4.50	2	1.3
		same grade	5	4.24	-	-
	NHS Lothian Total		11	8.74	2	1.3
	NHS Lothian	higher grade	1	1.00	-	-
	NHS Lothian Total		1	1.00	-	-
Outwith NHS Lothian	higher grade	3	2.40	-	-	
	same grade	2	1.40	-	-	
Outwith NHS Lothian Total		5	3.80	-	-	
<b>Q3 Total</b>			<b>17</b>	<b>13.54</b>	<b>2</b>	<b>1.3</b>
Q4	NHS Lothian	higher grade	7	5.53	1	1.00
		same grade	6	3.70	1	1.00
		lower grade	1	0.60	-	-
	NHS Lothian Total		14	9.83	2	2.00
	Outwith NHS Lothian	higher grade	4	3.10	-	-
	same grade	4	1.90	-	-	
Outwith NHS Lothian Total		8	5.00	-	-	
<b>Q4 Total</b>			<b>22</b>	<b>14.83</b>	<b>2</b>	<b>2.00</b>

The total number of active secondments during Quarter 4 was 14.83 WTE up from 13.54 WTE during Quarter 3.

Staff reported under the "Active" heading are those who have been newly appointed to a seconded post during the quarter. The staff under the "Completed" heading represent those who have completed their seconded post during the year to date.

During 2010/11 a total of 76 people were newly appointed into seconded posts

## 7.2.2 Duration of Current Secondments

The table below outlines the duration of those currently on Secondment.

**Table 56: Length of Secondment per Quarter and by Headcount & WTE**

Quarter	Length of Secondment	Headcount	wte
Q1 2010/11	Under 12 Months	5	4.60
	12 Months and Over	10	9.50
<b>Q1 2010/11 Total</b>		<b>15</b>	<b>14.10</b>
Q2 2010/11	Under 12 Months	8	5.33
	12 Months and Over	14	12.48
<b>Q2 2010/11 Total</b>		<b>22</b>	<b>17.81</b>
Q3 2010/11	Under 12 Months	10	8.10
	12 Months and Over	7	5.44
<b>Q3 2010/11 Total</b>		<b>17</b>	<b>13.54</b>
Q4 2010/11	Under 12 Months	7	5.00
	12 Months and Over	15	9.83
<b>Q4 2010/11 Total</b>		<b>22</b>	<b>14.83</b>

Since the introduction of the NHS Lothian Secondment Policy, a single process and template contract has ensured a common approach to the management of secondments.

**Table 57: Secondments split by Job Family**

Job family	Wte
Nursing/Midwifery 1-4	1.00
Nursing/Midwifery 5+	7.83
Allied Health Professional	0.00
Healthcare Science Services	0.50
Other Therapeutic	0.80
Personal and Social Care	0.00
Administrative Services	4.70
<b>Grand Total</b>	<b>14.83</b>

The table above shows the breakdown of secondments by Job Family. Here the job family represents the substantive post prior to the agreed secondment arrangements taking place. In effect this would be the job family that the individual would normally return to following completion of the secondment.

The number of seconded staff can be further split by Division/ CHP. For the purposes of the table below, the Division/ CHP heading represents the 'host' sector for the period of the secondment.

**Table 58: Secondments split by Division/ CHP**

<b>Division/CHP</b>	<b>Wte</b>
Acute	9.10
Corporate and Facilities	2.00
Edinburgh CHP	2.13
Midlothian CHP	1.00
REAS	0.60
West Lothian CHP	0.00
<b>Grand Total</b>	<b>14.83</b>

## Chapter 8 Training & Development

### Headlines:

- Total number of attendances in Quarter 4 2010/11 = 10,440
- A total of 2,657 individuals attended in-house training during the month of January 2011 compared with 4,061 in March 2011.

Following a meeting with the Heads of L&D, the following categories were agreed for the purposes of reporting the 'in-house' training courses sponsored by NHS Lothian. The following table shows the number of attendances for each of the three months during Quarter 4.

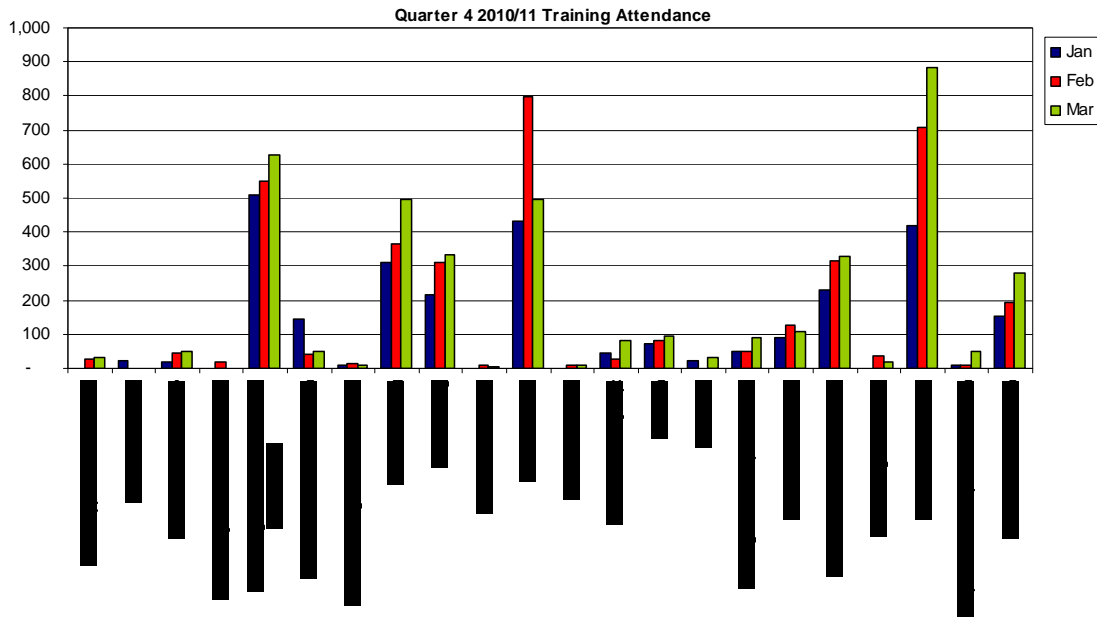
**Table 59: Attendance Statistics during Quarter 4 (Jan-Mar) 2011**

Training Category	Jan	Feb	Mar	Grand Total
Adult Support and Protection	-	27	31	58
Blood Transfusion	24	-	-	24
Continence Care Service	18	46	50	114
Community Enteral Nutrition Team	-	16	-	16
Continuing Professional Practice	509	548	624	1,681
Child Protection Training Team	143	39	51	133
Diabetes Managed Clinical Network	11	14	10	35
EHealth Training	310	365	494	1,169
E-ksf Training	216	313	332	861
Equality and Diversity	-	7	6	13
Fire Safety Dept	434	798	495	1,727
Human Resources	-	7	8	15
Health and Safety Dept	43	26	79	148
Induction	72	79	94	245
KSF Team	24	-	31	55
Learning and Development Team	49	48	88	185
Manual Handling Dept	92	126	110	328
Mandatory Update Programme	230	314	328	872
Risk Management Team	-	36	19	55
Resuscitation Service	420	708	881	2,009
Simpson Centre Reproductive Health	11	10	50	71
Violence and Aggression	151	195	280	626
<b>Total</b>	<b>2,657</b>	<b>3,722</b>	<b>4,061</b>	<b>10,440</b>

There were over **10,000 attendances** at in-house training courses during Quarter 4 2010/11. Following the reduction in attendances during December 2010, attendances during Q4 steadily increased and at March 2011 were on a par with attendances during October and November 2010.

The following graph illustrates the breakdown of attendances by training category and the trend in attendances in each of the 3 months of the Quarter 4 period.

**Chart 12: Comparison of Attendances for January, February and March**



## Chapter 9 Employee Relations

### Headlines:

- **Disciplinary Cases during Q4 2010/11 = 57**
- **Grievance Cases during Q4 2010/11 = 5**
- **Dignity at Work cases during Q4 2010/11 = 22**

The tables below are populated by data held locally by Human Resources (ER) and highlight the number of cases that went beyond preliminary investigation stage during the Quarter 4 period (January – March 2011). The numbers relating to Disciplinary Cases are those that completed in that same period.

**Table 60: Employee Relations Cases by Job Family – Quarter 4 2010/11**

Job Family	Disciplinary Cases	Grievance Cases	Dignity at Work Cases	Grand Total
Medical	-	-	2	2
Medical and Dental Support	1	-	-	1
Nursing/Midwifery 1-4	8	1	4	13
Nursing/Midwifery 5+	33	3	4	40
Allied Health Profession	1	-	-	1
Healthcare Sciences	-	1	-	1
Other Therapeutic	-	-	-	-
Administrative Services	5	-	8	13
Executive	1	-	-	1
Support Services	8	-	4	12
<b>Grand Total</b>	<b>57</b>	<b>5</b>	<b>22</b>	<b>84</b>

The same data is split by Division/ CHP and is outlined in the following table.

**Table 61: Employee Relations Cases by Division/ CHP – Quarter 4 2010/11**

Divison/CHP	Disciplinary Cases	Grievance Cases	Dignity at Work Cases	Grand Total
Acute	24	1	13	38
Corporate & Facilities	15	-	8	23
East Lothian CHP	3	-	-	3
Edinburgh CHP	9	2	-	11
Mental Health	1	1	1	3
Midlothian Chp	3	1	-	4
West Lothian CHP	2	-	-	2
<b>Grand Total</b>	<b>57</b>	<b>5</b>	<b>22</b>	<b>84</b>

Table 62: Comparing Staff Groups to Job Families

Original Staff Group	New Job Family Descriptor	Examples	Differences
Nursing Registered	<b>Nursing &amp; Midwifery 5+</b>	All Registered Nurses and Midwives, incl HVs, DNs, CNSs, Nurse Consultants etc.	The category of Nursing/Midwifery will be split by AfC band (i.e. Band 1-4 Non Registered Staff and Band 5+ Registered Staff). This covers all specialty areas, such as Adult, Children, Mental Health, Learning Disabilities and Maternity services.
Nursing Non Registered	<b>Nursing &amp; Midwifery 1-4</b>	Nursing Auxiliaries, Maternity Care Assistants, Assistant Practitioners grades; Nursing support staff etc	
P&T A	<b>Allied Health Professions</b>	OTs, Physios, SALTs, Art Therapists, Radiographers, Podiatrists, Dietetics, Orthoptics, Orthotists, and AHP clinical support	The previous P&T A group descriptor included Allied Health Profession staff, Clinical Scientists, Clinical Psychologists, and some Pharmacy Staff. These functions have now been allocated to a more appropriate job family descriptor.
	<b>Health Science Services</b>	Includes Biomedical Sciences; Clinical Sciences; Clinical Physiology; Clinical Technology	
	<b>Other Therapeutic</b>	Includes Clinical Psychology; Genetic Counselling; Optometry; Pharmacy and Play Specialists (Nursery Nurses).	



P&T B	<b>Healthcare Science</b>	As above.	The previous PTB category is now divided into three separate categories.
	<b>Medical and Dental Support</b>	Physician Assistants; Theatre Services; Dental Nurses, Dental Technicians, Other Dental Care Practitioners	The Healthcare Science category includes roles such as ATO, MLA MTO, as well as BMS who are based in the medical directorate.  Medical and Dental Support now reflects more aptly those roles such as Dental Nurses and Theatre Service Staff.
	<b>Personal and Social Care</b>	Hospital Chaplains	Chaplains are now reported within the Personal and Social Care category.
A&C/SM	<b>Administrative Services</b>	Administrative support to Clinical Staff (patient services); Central Functions;	This category contains all administrative and clerical grades under Agenda for Change
	<b>Executive</b>	Senior Manager Grades	Executive Level or Senior Manager grades. (Non AfC grades).
Ancillary	<b>Support Services</b>	Hotel Services, Sterile Services; General Services, Maintenance and Estates	All former Ancillary and Maintenance staff are now reported under the banner of Support Services.
Maintenance			
N/A	<b>Personal and Social Care</b>	Hospital Chaplains; Health Promotion; Sexual Health and Social Work staff	This group includes staff such as Social Workers, Sexual Health Advisors and Health Improvement staff.
N/A	<b>Emergency Services</b>	Emergency Staff	This group consists of Emergency services Staff only.

