



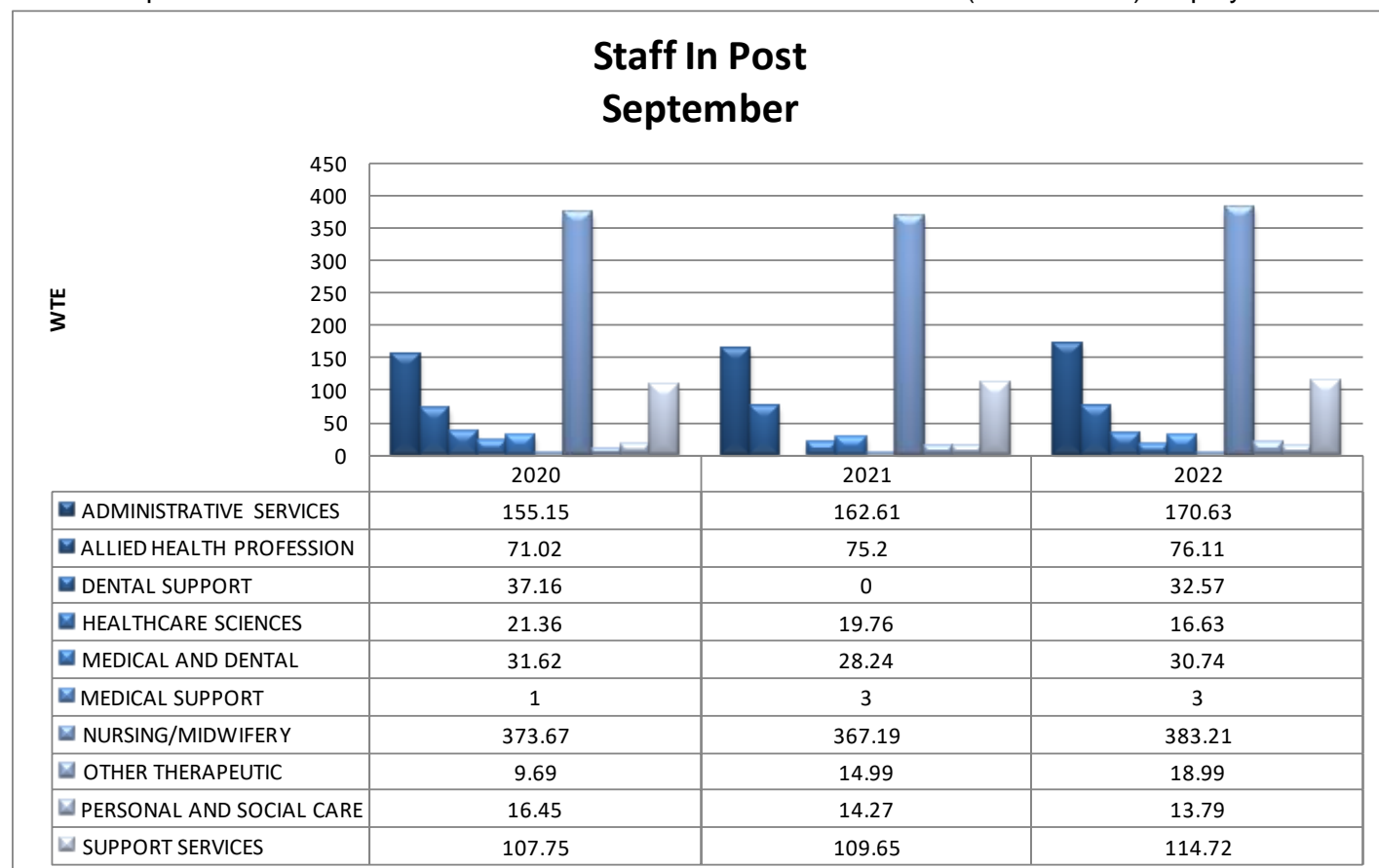
WORKFORCE REPORT

September 2022

1. WORKFORCE COMPOSITION

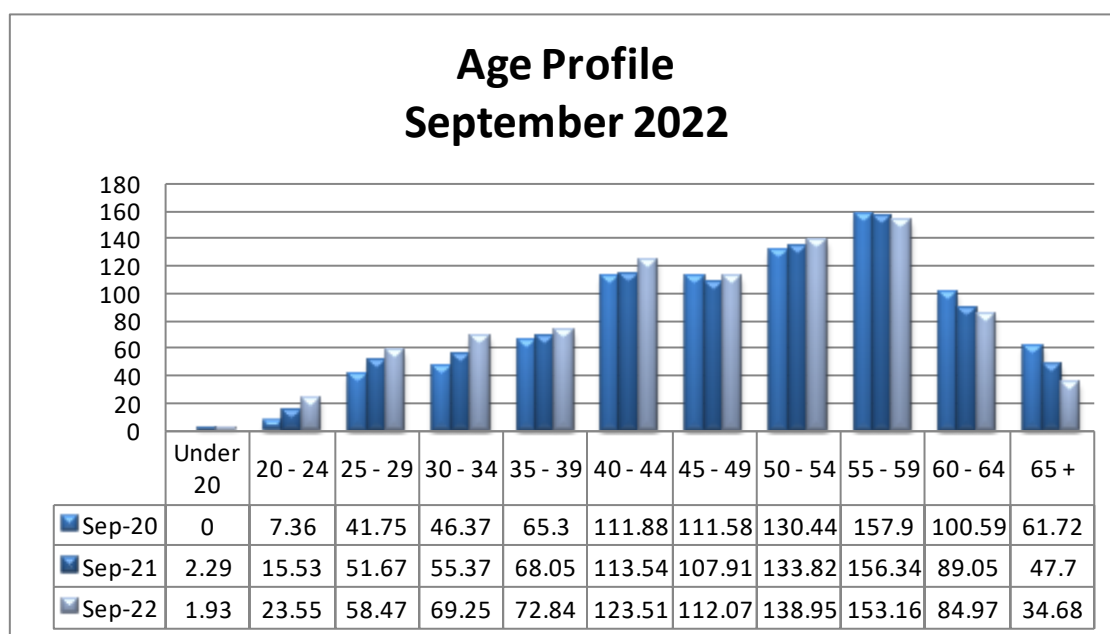
1.1 Staff in post

On 30th September 2022 NHS Western Isles has a total headcount of 1052 (873.40 WTE) employees.



The largest proportion of staff are within nursing and midwifery. There have been no significant fluctuations.

1.2 Age Profile



Data as at 30th September 2022

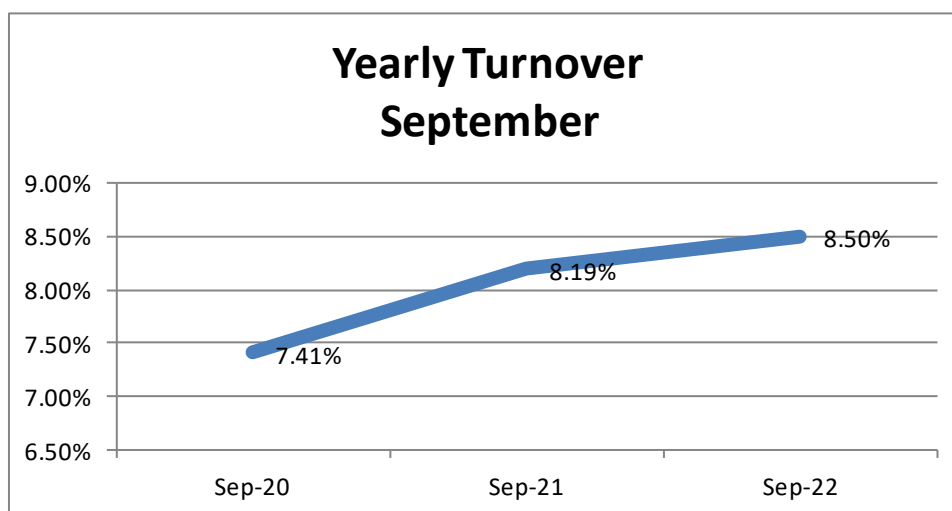
The workforce is ageing with 48% of employee's aged over 50 and the highest proportion of employees in the age 55-59 category. NHS Western Isles' interim workforce plan details further information on the age profile for nursing and midwifery where 14.25% (63 employees) were in the 60+ age group. This sees the possibility of employees retiring at any point in the coming 12 months.

NHS WI is seeking to recruit apprentices in a variety of posts during 2022. The aim is to bring young people into the workforce and develop them in the longer term. There are wider community benefits of providing opportunities for school leavers who wish to remain living and working in the Western Isles.

It is encouraging to note that age groups 20 - 44 saw an increase in numbers over the last three years.

1.2 Turnover

High rates of employee turnover in an organisation can indicate a loss of organisational knowledge, increased costs in recruitment of new employees and costs of induction and training.



There has been an increase in turnover in 2021, which is due to the employment of student nurses for a fixed term period during the Covid 19 Pandemic. Turnover continues to increase into 2022, which could be linked to the long-term nature of the Pandemic.

1.3 Retirements

Whilst there were changes to the retirement scheme, which could have resulted in a greater number of retirements in March 2022, analysis shows that this is not the case. Retirements over the past 4 years are set out below:

Year	Number of Employees Retiring
2018/19	19
2019/20	27
2020/21	27
2021/22	20

Retirements Broken down by Job Family

Job Family	2018-19	2019-20	2020-21	2021-22
ADMINISTRATIVE SERVICES	0	7	2	2
ALLIED HEALTH PROFESSION	1	2	1	0
DENTAL SUPPORT	0	0	1	0
HEALTHCARE SCIENCES	1	1	0	1
MEDICAL AND DENTAL	0	0	2	3
MEDICAL SUPPORT	0	0	0	0
NURSING/MIDWIFERY	13	11	19	12
OTHER THERAPEUTIC	0	1	0	0
PERSONAL AND SOCIAL CARE	0	0	0	0
SENIOR MANAGERS	2	2	0	0
SUPPORT SERVICES	2	3	2	2

The greatest number of retirements have been in nursing with 14% retiring over the last 4 years.

An NHS Scotland Retire & Return policy has been agreed which provides greater options for staff returning to work following retirement. All staff have been informed of this policy and a briefing session has been delivered for managers to explain how it should be implemented.

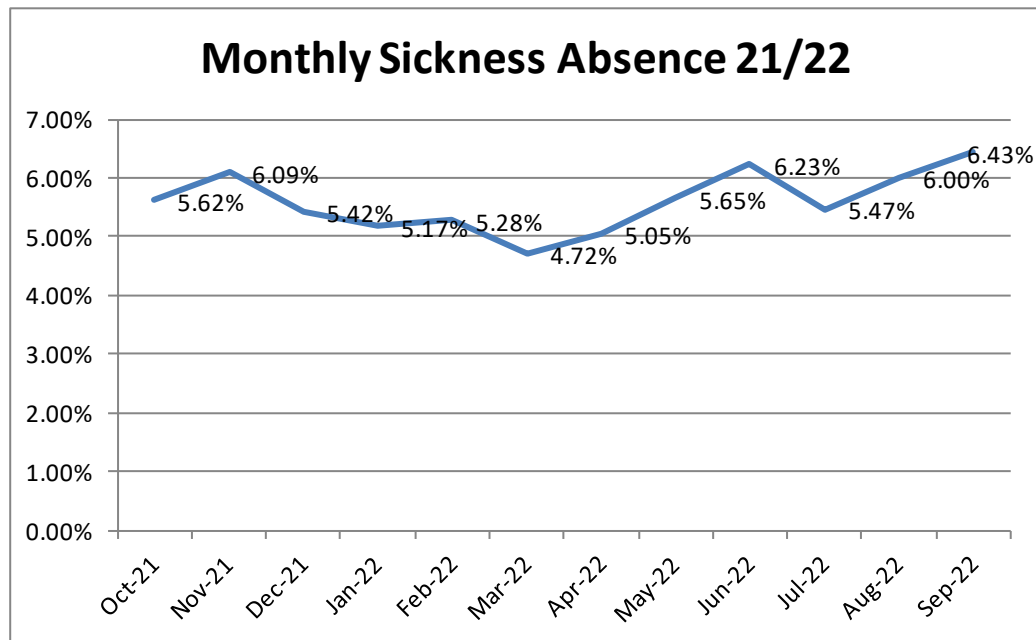
Seven newly qualified nurses were recruited in August 2022.

2. ATTENDANCE

2.1 Sickness Absence

2.1.1 Sickness absence rate over time

The graph shows the sickness absence trend over the past 12 months.



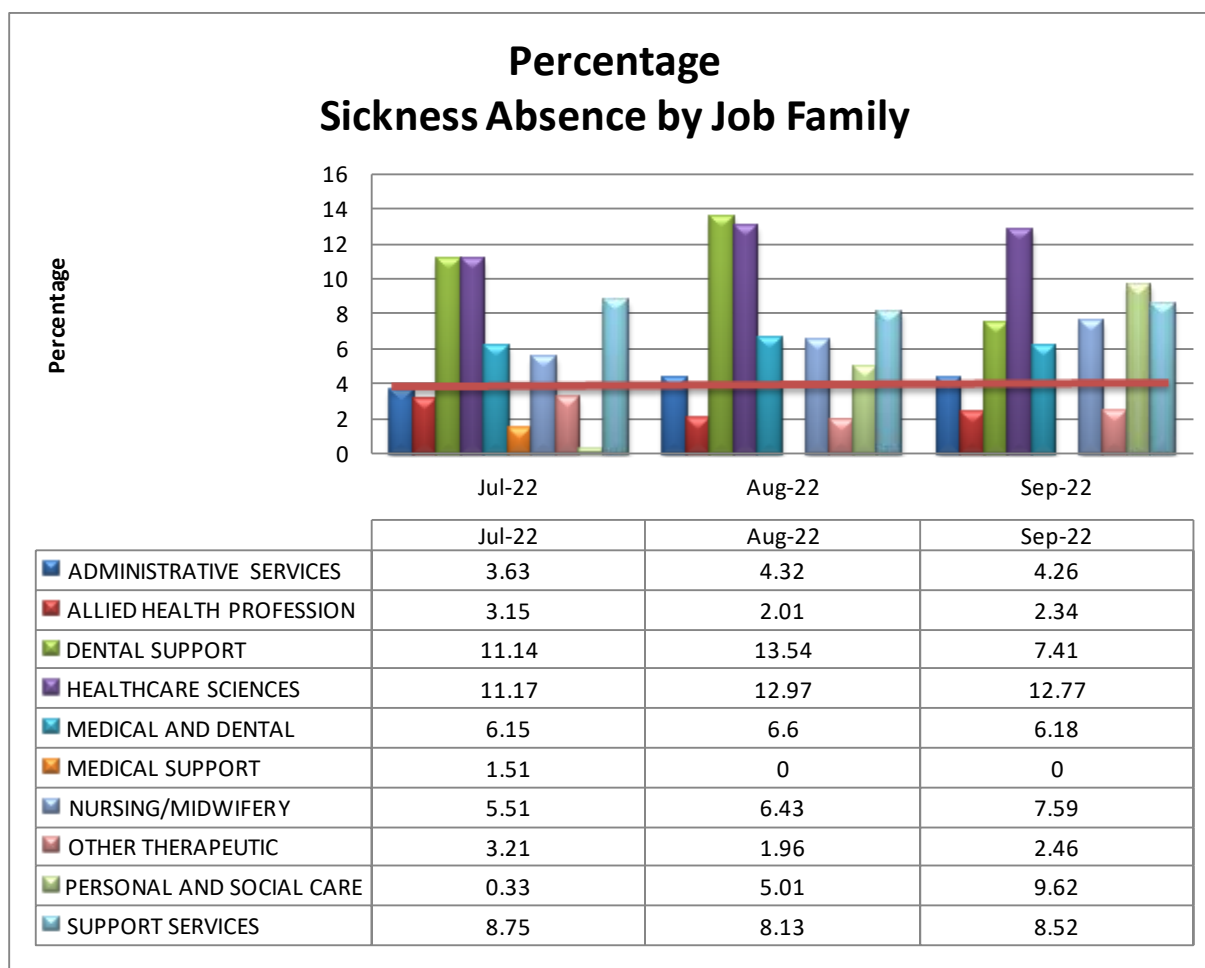
There has been a steady trend in absence over the last year between 5% and 6%.

All managers have been invited to training on attendance management in May and June to ensure consistent application of policy and procedure across the organisation.

Staff communications on attendance management have been issued to highlight manager and employee responsibilities in the process. A further session is planned for December.

Employee Relations Officer's and Occupational Health are working closely to monitor absence and ensure all absences are being managed.

2.1.2 Sickness Absence by Job Family 1st July 2022 – 30th September 2022

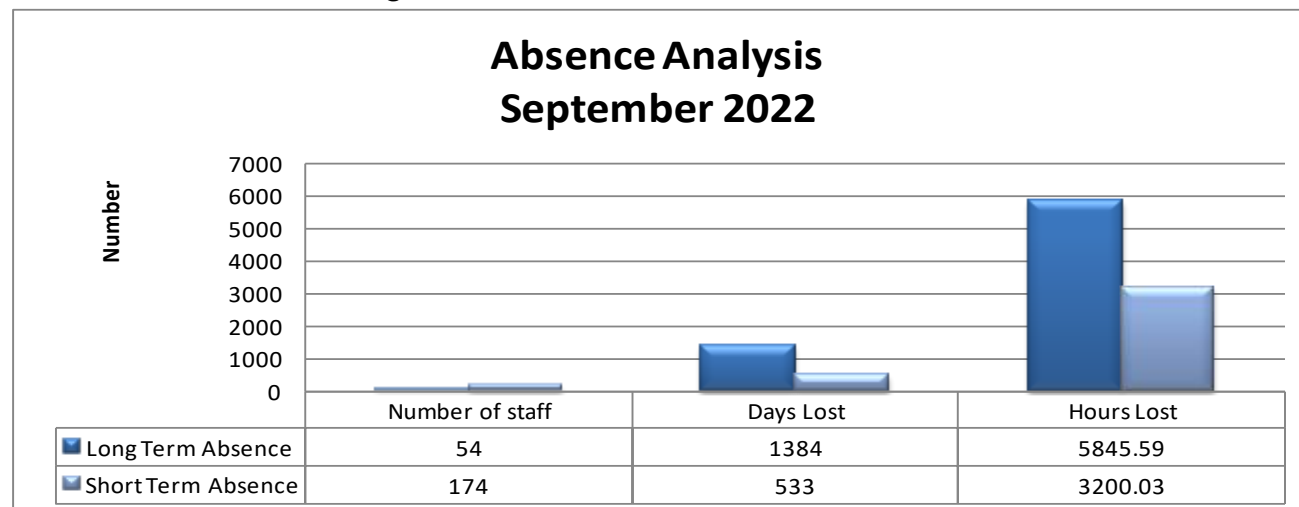


It is encouraging to note a reduction in absence for Dental Support in September. This is due to application of attendance management processes and referrals to Occupational Health

High absence in Healthcare Sciences is due to long term absence in CDU which is being actively managed.

Nursing/Midwifery has increased from 5.51% in July to 7.59% in September.

2.1.3 Short Term and Long Term Absence



Data as at 30th September 2022

Long term absence is an absence greater than 28 days. Whilst there are a greater number of staff recording short term absence, long term absence accounts for a greater proportion of days/hours lost.

2.1.4 *Sickness absence by Reason – September 2022*

	Sep-22
Absence Reasons	Days Lost
Anxiety/Stress/ Depression/Other Psy Illness	544
Other Musculoskeletal Problems	332
Back Problems	145
Gastro- Intestinal Problems	128
Other Known Causes not Otherwise Classified	119
Chest & Respiratory Problems	113
Cold, Cough, Influenza	111
Unknown Causes/Not Specified	85
Ear, Nose, Throat	78
Covid Related Illness	71
Injury/Fracture	60
Heart, Cardiac, Circulatory Problems	45
Benign Malignant Tumours	30
Headache/Migrane	13
Dental, Oral Problems	11
Eye Problems	6
Pregnancy Related Disorders	6
Genitourinary & Gynae Problems ex Pregnancy	5
Blood Disorders	4
Nervous system disorders - exclude headache, migraine	4
Skin Disorders	3
Infectious Diseases	2
Menopause	2

The greatest reason for sickness absence in September 2022 continues to be Anxiety/Stress/Depression/Other Psychiatric Illness. The data does not show whether this could be related to work or factors outside work. The Health and Safety Executive have reported work related stress, depression or anxiety had shown signs of increasing. In 2020/21 the rate was higher than the 2018/19 pre-pandemic levels. Statistically higher levels were found in health, social work and education.¹

The Wellbeing Group have agreed a Wellbeing Strategy and Action Plan, which will include a focus on mental wellbeing.

One of the other main reasons for absence was musculoskeletal problems, which is not uncommon in a female, ageing workforce where there is a degree of physical effort and moving and handling.

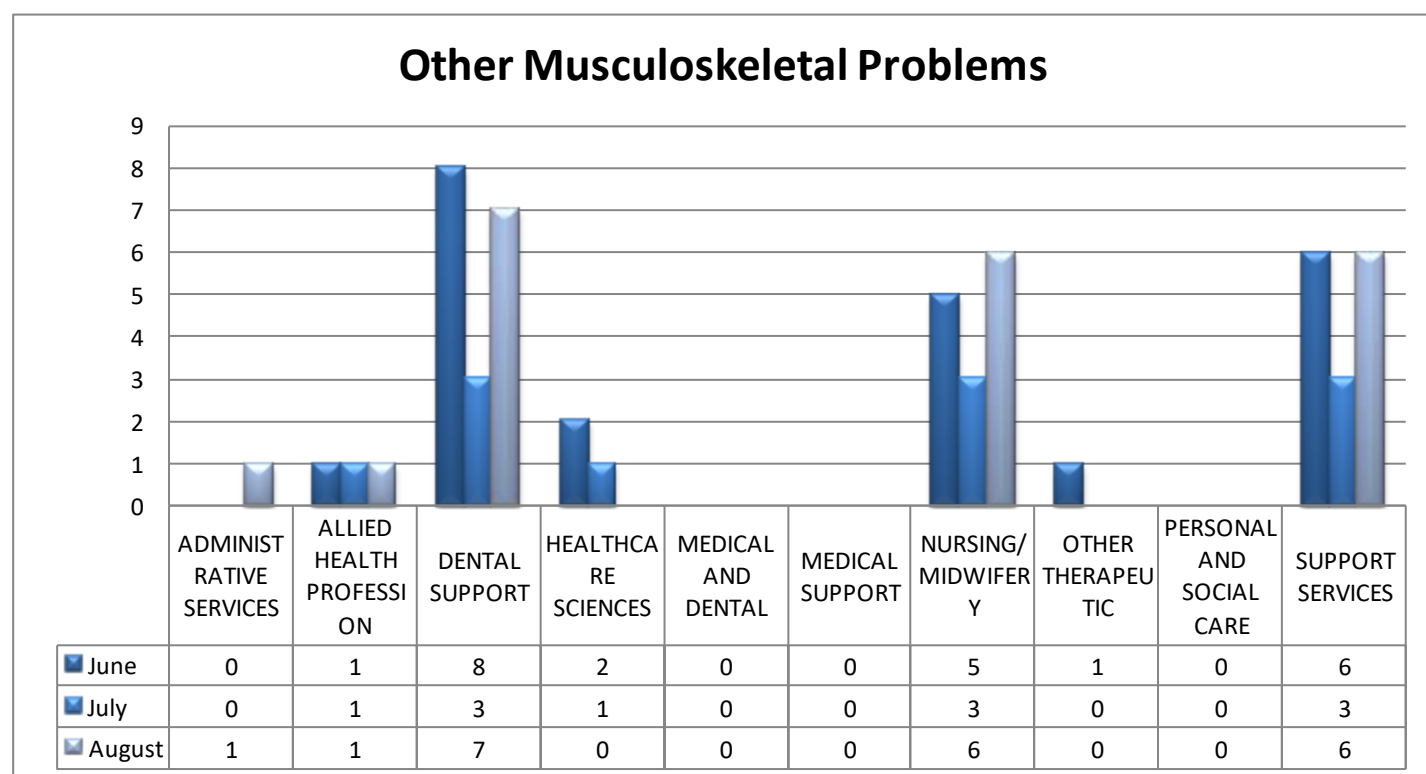
¹ Work related stress, anxiety or depression statistics in Great Britain, 2021, Health And Safety Executive, 16 December 2021

There has been an increase in the number of absence days in the following categories, indicating absence increase is due to seasonal illness:

- Chest & Respiratory Problems (43 days in August to 113 days in September)
- Cold, Cough, Influenza (69 days in August to 111 days in September)
- Ear, Nose and Throat (26 days in August to 78 days in September)

Also notable is the inclusion of covid related illness, which was previously reported under special leave, and the inclusion of menopause as a category of absence.

2.1.4 Musculoskeletal Absence



The highest level of musculoskeletal absence is reported in Dental Support. The Health & Safety Team are proactively engaged with Dental Services to deliver on the job moving and handling assessments. A similar approach is being progressed with Porters and Domestic.

Nationally, there is a plan to change SSTS coding for musculoskeletal absence to identify what is work related. This will allow a more targeted approach to intervention.

3. Special leave

Special leave is allocated as per NHS Western Isles Policy. Phased return following sickness absence is an important support for those who have been absent, allowing them to return to the workplace, and this will assist with reducing sickness absence rates.



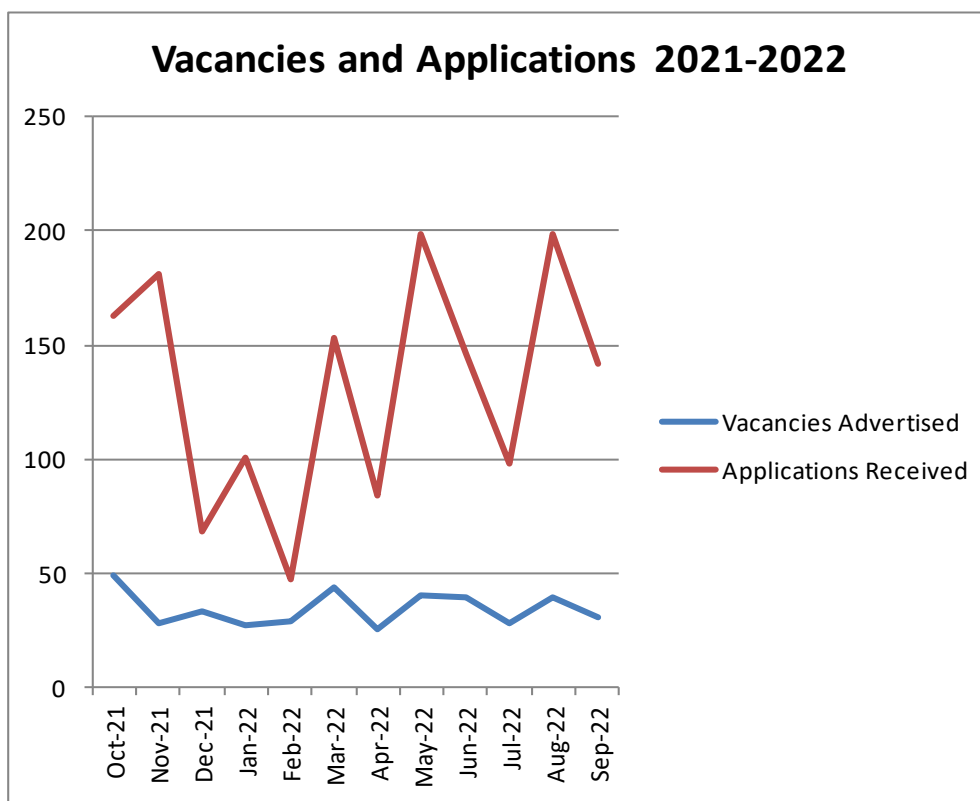
There was a marked reduction in covid positive cases in August.

From 1 September those who test positive for Covid on an LFD will continue to be granted 5 days self isolation special leave. All other covid special leave categories will cease.

4. RECRUITMENT

3.1 Posts Advertised

A total of 448 posts have been advertised over the last 12 months with 1719 applications received which is an average of 3.56 applications per post.



Any peaks in recruitment applications generally relate to interest in specific jobs. For example, in November 2021 a medic FY1 in General Surgery attracted 53 applicants. In March 2022, a Specialist Biomedical Scientist post attracted 41 applicants and a Healthcare Support Worker had 17 applicants. There will also be seasonal trends, as periods over Christmas or through summer school holidays traditionally attract less applicants, whereas January is a time when people tend to look for a new job and submit applications.

The increase in applications in May is not down to any specific post but a number of jobs that have attracted a healthy number of applications, for example Bank Health Care Assistant, Domestic Assistant, Return to Practice Nurse and Newly Qualified Nurse.

HR continue to investigate the reporting functionality in Job Train to produce meaningful management information. General intelligence on recruitment is:

- Receiving fewer applications that are suitable for interview.
- Receiving higher numbers of applications from overseas, many of which appear speculative to the whole of the NHS and where applicants do not have the necessary qualifications.

3.2 Vacancies advertised throughout September 2022

The table below shows vacancies that have been advertised in September. There are some that have been advertised a number of times and are difficult to recruit to. The themes in hard to recruit posts are specialist skills (medics, AHPs, mental health), with shortages across the country in hospitality/catering, and remote, more isolated locations (posts in Uist & Barra).

September 2022 Vacancies Advertised	Times Advertised	Applications Received
Dental Nurse	1	11
Physiotherapy Admin Assistant	1	7
Senior Physiotherapist MSK Outpatients	2	32
Healthcare Assistant Med 2	1	6
Healthcare Assistant Surgical	1	6
Catering Assistant (Modern Apprentice)	2	1
Modern Apprenticeship - Business Administration	1	2
Domestic Assistant	1	1
Patient Services Supervisor/Reception Manager	1	3
Senior Staff Nurse	1	2
Domestic Assistant	1	1
Domestic Assistant	1	2
Healthcare Assistant	1	6
Dermatology Liaison Nurse	1	3
Learning Disability/CAMHS Link Nurse Therapist	1	2
Catering Assistant	1	0
PA to Head of Clinical Governance and Professional Practice	1	2
Domestic Assistant	2	6
Catering Assistant	8	2
Domestic Assistant	3	7
Maintenance Assistant	2	1
Domestic Assistant	2	4
Community Psychiatric Nurse CAMHS	9	6
Catering Assistant	5	3
Community Psychiatric Nurse	7	2
Catering Assistant	5	5
Primary Care Pharmacist	2	1
School Nurse	2	4
Specialist Generalist Podiatrist	10	5
Team Manager Vaccinations	2	2
Staff Nurse Med 2	2	7

At the time of writing, recruitment has been successful in the following posts:

- Five dental nurses.
- One Podiatrist has been appointed. A further vacancy remains.
- Appointment to Learning Disability/CAMHS Nurse Therapist.