

Organisational Metrics Mar 2025

Sickness Absence Rate (%)

5.77

Long Term SA Rate (%)

3.59

Short Term SA Rate (%)

2.28

Recorded Absence Reason (%)

76.59

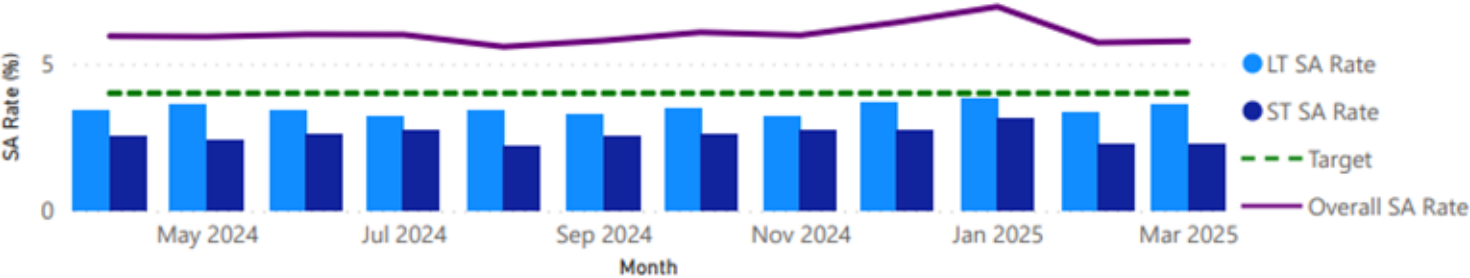
Vacancy Time to Fill (Days)

101.42

Annual Employee Turnover (%)

7.87

Sickness Absence Rates (%) by Month



Vacancy Time to Fill (Days) by Month



Annual Employee Turnover (%) by Month



Recorded Absence Reason (%) by Month



Training Metrics Mar 2025

Mandatory eLearning Completion (%)

72.9

Note that from Jul 2024 V&A e-Learning module has been reintroduced to Mandatory Training compliance figures as a new course was launched in June for all Job Families. V&A Practical figures have dropped due to a new template report which is mirroring the new V&A training pathway requirements.

V&A Practical Training Completion Rate (%)

23.5

M&H Practical Training Completion Rate (%)

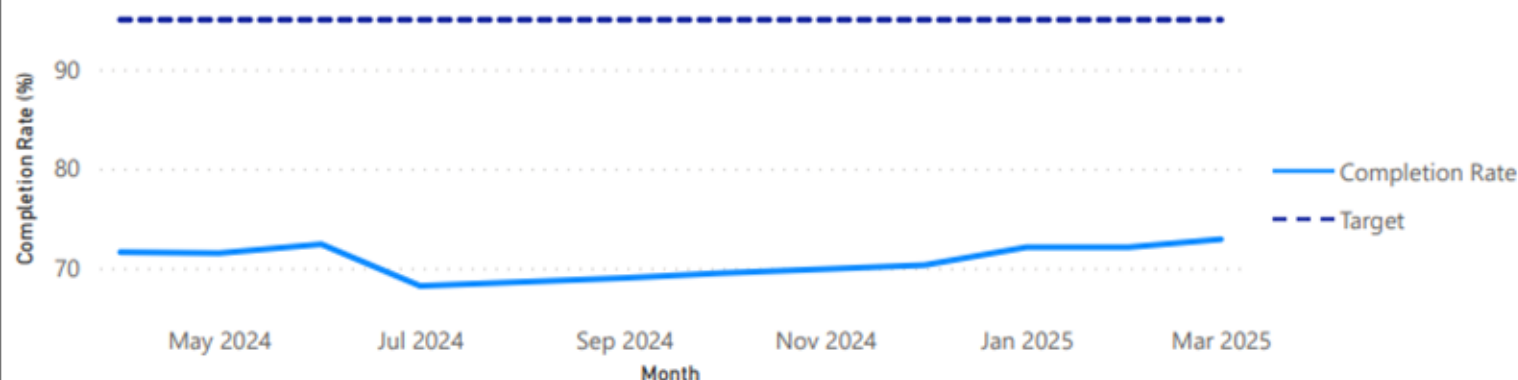
46.1

Appraisal Completion Rate (%)

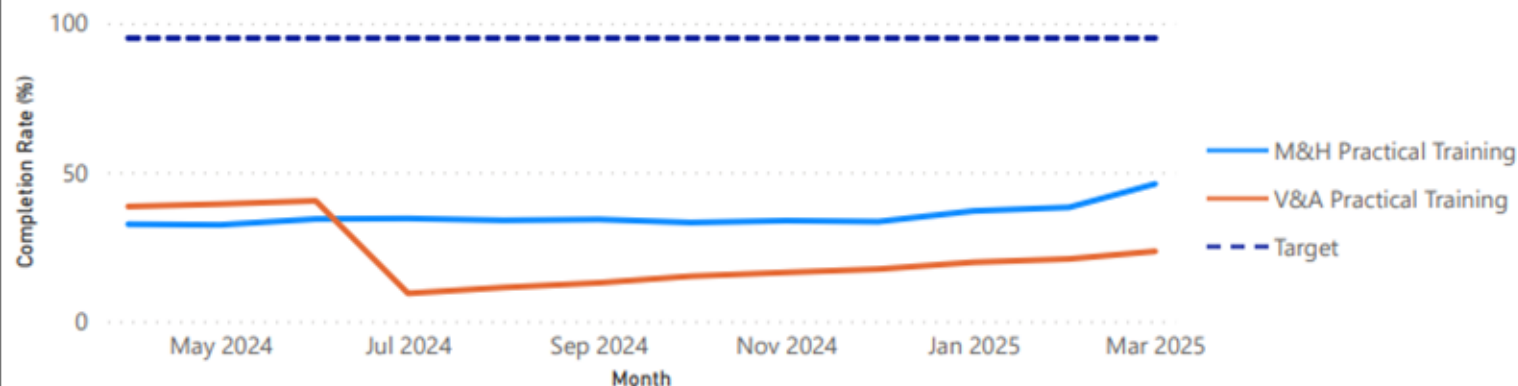
32.5

Note that from Sep 2024, new starts are no longer excluded from Appraisal figures.

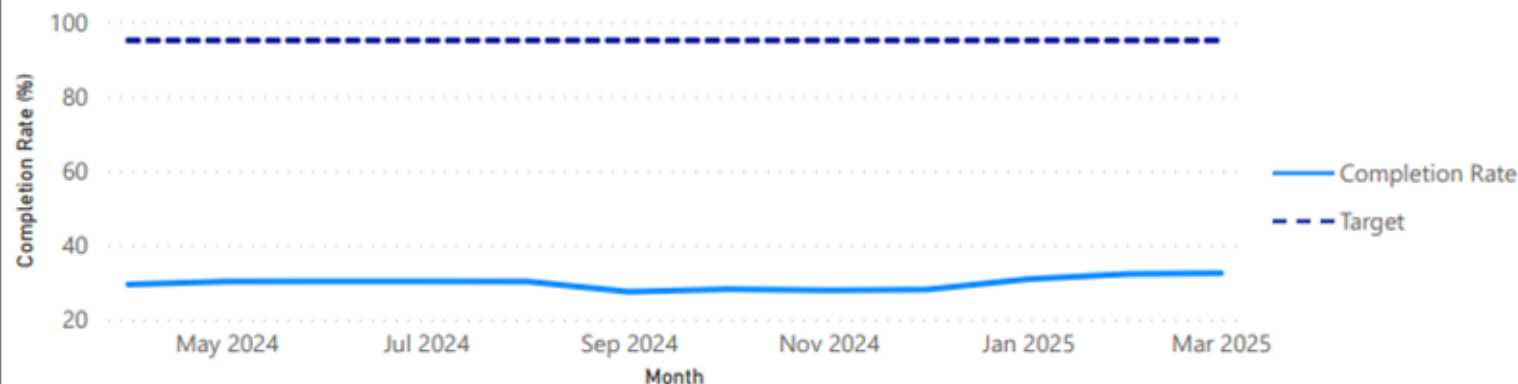
Core Mandatory eLearning Completion Rate (%) by Month



Practical Training Completion Rate (%) by Month



Appraisal Completion Rate (%) by Month



- NHS Highland absence remains above the national 4% target and has dropped below 6% for March 2025 . The absence rate has decreased since a peak of 6.94% in January 2025. 25% of Long-term absences are related to anxiety/stress /depression/other psychiatric illnesses. Short term absences in Cold, Cough, Flu (22.3% of short-term absences) remain high as well as gastro-intestinal problems (15.8% of short-term absences).
- Absences with an unknown cause/not specified remaining high (accounting for around 23.4% of all absence). Managers are asked to ensure that an appropriate reason is recorded and continuously updated. Manager attendance remains low on Once for Scotland courses Reports are now distributed to SLTs, via the People Partners to demonstrate attendance at the Once for Scotland courses, both online and eLearning.
- Attendance Management audit concluded with number of actions to progress to support managers.
- The [NHS Highland Health and Wellbeing Strategy](#) is in final draft and being presented to the appropriate Governance Committees prior to launch. The Strategy details our commitment to supporting health and wellbeing but also what resources and support is already available to our workforce. An action plan detailing the short, medium and long-term actions is being progressed by the Health & Wellbeing Group.
- The average time to fill vacancies has dropped below the NHS Scotland KPI of 116 days. Its has improved markedly since its peak of 134.8 days in April 2024 and is now 101.4 days. Work continues to improve on timescales.
- NHS Highland's annual turnover sits at 7.87% for March 2025.
- In March 2025 we continued to see high levels of leavers related to voluntary resignation (23.4%) and retirement (35.8%) and we see high levels of leavers with the reason recorded as 'other' which accounts for 21.9% of our leavers. Further encouragement is required to capture leaving reasons.
- An improvement plan for Appraisals is being progressed with refreshed awareness sessions for managers and staff. Compliance reports are distributed monthly to Senior Managers. All direct reports of a Director level post and the tier below them must be completed by Oct 2024.
- Detailed Statutory and Mandatory training compliance reports continue to be shared with the senior managers across the organisation to support planning and discussions with teams.

Appendix: IPQR Contents

| Slide # | Report | Frequency of Update | Last Presented |
|---------|---|---------------------|----------------|
| 4 | 18 Weeks CAMHS Services Treatment | Monthly | March 2025 |
| 4 | CAMHS Waitlist HHSCP | Monthly | March 2025 |
| 5 | NDAS Total Awaiting 1 st App (incl unvetted) | Monthly | March 2025 |
| 5 | New + Unvetted Patients Awaiting First Appointment | Monthly | March 2025 |
| 6 | Screening Programme Uptake KPIs in NHS Highland | Annual | March 2025 |
| 6 | Inequality in Screening Comparison of NHS Highland and Scotland | Annual | March 2025 |
| 7 | Children's Vaccination Uptake | Quarterly | March 2025 |
| 8 | NHS Highland-Alcohol brief interventions 2023/24 Q2 | Quarterly | March 2025 |
| 8 | ABI Trajectory & Delivery | Quarterly | March 2025 |
| 8 | Setting Contribution 2024/25 | Quarterly | March 2025 |
| 9 | A&E – 4 Hour Target | Monthly | March 2025 |
| 9 | Weekly ED Patients Waiting 12-Hour Plus | Monthly | March 2025 |
| 9 | Weekly Ambulance Handover Results: Under 60 Minutes | Monthly | March 2025 |
| 10 | Delayed Discharges at Monthly Census Point | Monthly | March 2025 |
| 10 | Delayed Discharge – Location and Code | Monthly | March 2025 |
| 10 | HHSCP Delayed Discharge – Patients Added VS Discharged | Monthly | March 2025 |
| 11 | New Outpatients 12 Week Waiting Times (Ongoing) | Monthly | March 2025 |
| 11 | Outpatient Conversion Rates to TTG | Monthly | March 2025 |
| 11 | Return Outpatients Wait List | Monthly | March 2025 |

| Slide # | Report | Frequency of Update | Last Presented |
|---------|---|---------------------|----------------|
| 12 | New Outpatients Referrals, Patients seen and Trajectories | Monthly | March 2025 |
| 12 | New Outpatient Total Waiting List & Projection | Monthly | March 2025 |
| 12 | OP Patients Waiting Over 52 Weeks | Monthly | March 2025 |
| 12 | Outpatient Follow Up Ratio | Monthly | March 2025 |
| 13 | Inpatient or Day Case 12 Week Waiting Times (Completed) | Monthly | March 2025 |
| 14 | Planned Care Additions, Patients Seen and Trajectories | Monthly | March 2025 |
| 14 | Total TTG Waits & Projection | Monthly | March 2025 |
| 14 | TTG Patients waiting over 78/104 weeks | Monthly | March 2025 |
| 15 | Imaging Tests: Maximum Wait Target 6 weeks | Monthly | March 2025 |
| 15 | Board Comparison % met Waiting time standard | Monthly | March 2025 |
| 15 | CT Patients Seen & Trajectories | Monthly | March 2025 |
| 15 | Non-Obstetric Patients Seen & Trajectories | Monthly | March 2025 |
| 15 | MRI Patients Seen & Trajectories | Monthly | March 2025 |
| 16 | Endoscopy Tests: Maximum Wait Target 6 Weeks | Monthly | March 2025 |
| 16 | Board Comparison % met Waiting time standard | Monthly | March 2025 |
| 16 | Colonoscopy & Cystoscopy: Patients Seen & Trajectories | Monthly | March 2025 |
| 16 | Flexi Sig Upper GI: Patients Seen & Trajectories | Monthly | March 2025 |

| Slide # | Report | Frequency of Update | Last Presented |
|---------|---|---------------------|----------------|
| 17 | Diagnostic Waiting List: 24 hr ECG, Nerve Conduction Tests & Spirometry | Monthly | March 2025 |
| 17 | Diagnostic Patients Waiting > 6 Weeks: 24 hr ECG, Nerve Conduction Tests & Spirometry | Monthly | March 2025 |
| 17 | Diagnostic Waiting List: Echocardiology & Sleep Studies | Monthly | March 2025 |
| 17 | Diagnostic Patients Waiting > 6 Weeks: Echocardiology & Sleep Studies | Monthly | March 2025 |
| 18 | Cancer 31 Day Waiting Times | Monthly | March 2025 |
| 18 | Board Comparison % Met waiting time standard | Monthly | March 2025 |
| 18 | Patients Seen on 31 Day Pathway | Monthly | March 2025 |
| 19 | Cancer 62 Day Waiting Times | Monthly | March 2025 |
| 19 | Board Comparison % Met waiting time standard | Monthly | March 2025 |
| 19 | Patients Seen on 62 Day Pathway | Monthly | March 2025 |
| 20 | Systemic Anti Cancer Therapy – Waiting Times | Monthly | March 2025 |
| 20 | Monthly Cancer Patient Numbers Highland | Monthly | March 2025 |
| 20 | Monthly Cancer Patient Numbers Scotland | Monthly | March 2025 |
| 21 | 18 Weeks All Ages Psychological Therapy Treatment | Monthly | March 2025 |
| 21 | Board Comparison % Met waiting time standard | Monthly | March 2025 |
| 21 | Psychological Therapies Waitlist HHSCP | Monthly | March 2025 |

| Slide # | Report | Frequency of Update | Last Presented |
|---------|--|---------------------|----------------|
| 22 | Highland Wide Stage 2 Complaint Volumes Received and % Performance Achieved | Monthly | May 2025 |
| 23 | SPSO Feedback Cases | Monthly | May 2025 |
| 24 | Type of Correspondence in Relation to Emergency Department | Annual | May 2025 |
| 25 | SAER & Level 1 Volumes: Declared Last 13 Months | Monthly | May 2025 |
| 26 | Number of Hospital Inpatient Falls 2024/25 | Monthly | May 2025 |
| 26 | Number of Hospital Inpatient Falls with Harm 2024/25 | Monthly | May 2025 |
| 27 | Number of Tissue Viability Injuries All Subcategories and Injury Grades | Monthly | May 2025 |
| 27 | Number of Tissue Viability Injuries All Subcategories and Injury Grades Sub-Category | Monthly | May 2025 |
| 28 | Quarterly Rate of Healthcare Associated CDI per 100,000 Bed Days | Quarterly | May 2025 |
| 28 | Quarterly Rate of Healthcare Associated ECB per 100,000 Bed Days | Quarterly | May 2025 |
| 28 | Quarterly Rate of Healthcare Associated SAB per 100,000 Bed Days | Quarterly | May 2025 |
| 29 | Organisational Workforce Metrics | Bi-monthly | May 2025 |
| 30 | Workforce Training Metrics | Bi-monthly | May 2025 |
| 31 | Workforce IPQR Narrative | Bi-monthly | May 2025 |