

Trust Board Report

Meeting Date:	23 rd May 2016
Title:	Executive HR Report
Executive Summary:	<p>The report provides an update on:</p> <ul style="list-style-type: none"> • Resourcing Update • Medical Recruitment • Management and Leadership • Occupational Health and Wellbeing
Action Requested:	The Board are asked to note the report
Report of:	Linda Holland Interim Director of HR & OD
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Links to Trust Strategic Objectives	Objective 6 - To attract, retain and develop all employees and improve employee engagement year on year
Resource Implications:	Revenue: N/A Capital: N/A Workforce: N/A Funding Source: N/A
Equality and Diversity Assessment	N/A
Risks: BAF/ TRR (describe risk and current risk score)	N/A
Public or Private: (with reasons if private)	Public
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✚ Equality of treatment and access to services ✚ High standards of excellence and professionalism ✚ Service user preferences ✚ Cross community working ✚ Best Value ✚ Accountability through local influence and scrutiny

1. Resourcing Update

1.1 Number of all Vacancies advertised via NHS Jobs

A total of 1324 jobs across the Trust were advertised via NHS Jobs over the last 12 months (May '15 to April '16); the majority of which are in Admin & Clerical, followed by Nursing and then Medical posts. These figures include recruitment to the temporary staffing bank.

1.2 Nursing Vacancy Position (as at 30th April 2016)

	Vacancies - Open + Advertised				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	77.99	1.15	79.14	1.45	80.59
Div-2	60.47	-5.98	54.49	9.26	63.75
Midwives	-12.58	4.98	-7.60	-1.47	-9.07
Community	23.85	7.00	30.85	-0.59	30.26
Totals	149.73	7.15	156.88	8.65	165.53

	Filled Vacancies - Pending Starters Not Yet In Post				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	23.99	3.00	26.99	0.88	27.87
Div-2	37.51	5.53	43.04	1.00	44.04
Midwives	5.00	0.00	5.00	0.60	5.60
Community	0.00	2.00	2.00	0.00	2.00
Totals	66.50	10.53	77.03	2.48	79.51

	Total - All Unfilled Posts (Open Vacancies + Pending Starters)				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	101.98	4.15	106.13	2.33	108.46
Div-2	97.98	-0.45	97.53	10.26	107.79
Midwives	-7.58	4.98	-2.60	-0.87	-3.47
Community	23.85	9.00	32.85	-0.59	32.26
Totals	216.23	17.68	233.91	11.13	245.04

There are currently 149.73wte qualified nurse vacancies (previous month 159.18wte). There are 19 individuals to be placed from the RCN event in Birmingham, which will reduce the figures. The outcome that was run on the 7th May produced the following results:

Conditional job offers were made on the day to 5 Band 5 Nurses and 3 Band 2 HCA's. There were four HCAs who have been put forward to join the temporary staffing bank. In addition, four individuals have been invited to attend for interview for Band 6 Nurse posts.

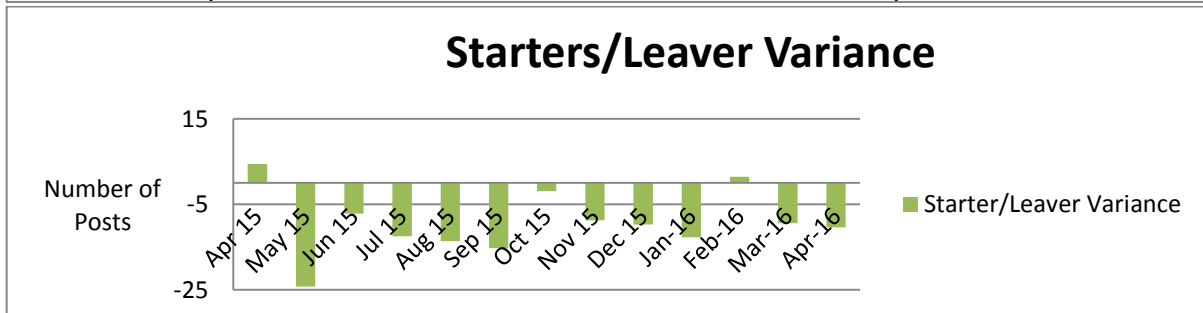
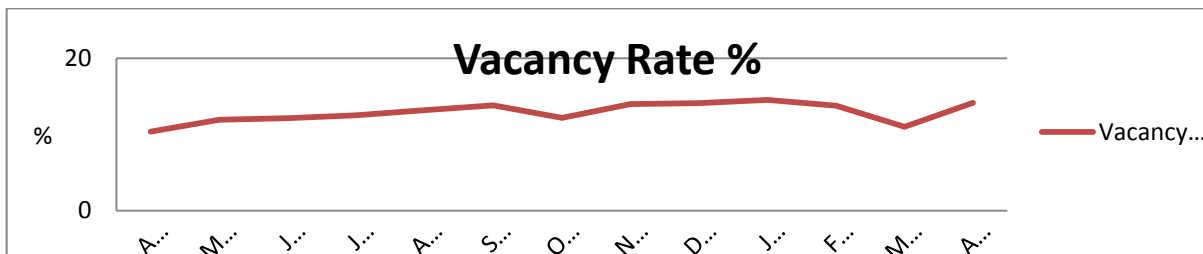
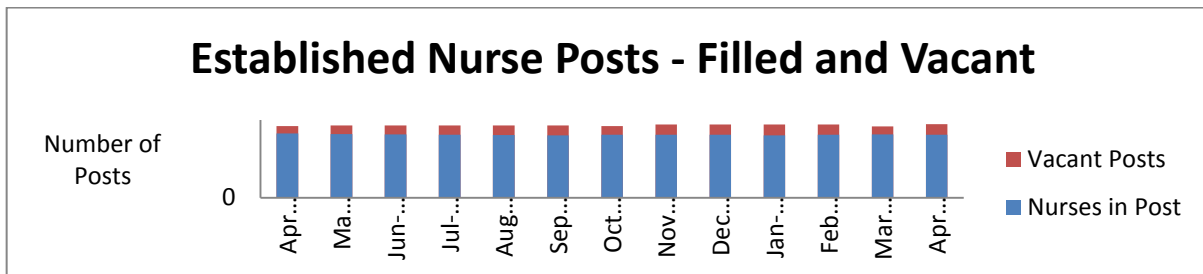
The Band 5 Associate Practitioner interviews took place on the 6th and 9th May, there are potentially 7 conditional offers at this stage. We are looking to fill 20 wte posts at this level and a further advert is being placed.

The newly qualified nurse intake from Wolverhampton University is also being planned for September.

1.3 Qualified Nursing – Starters, Leavers and Turnover Trends

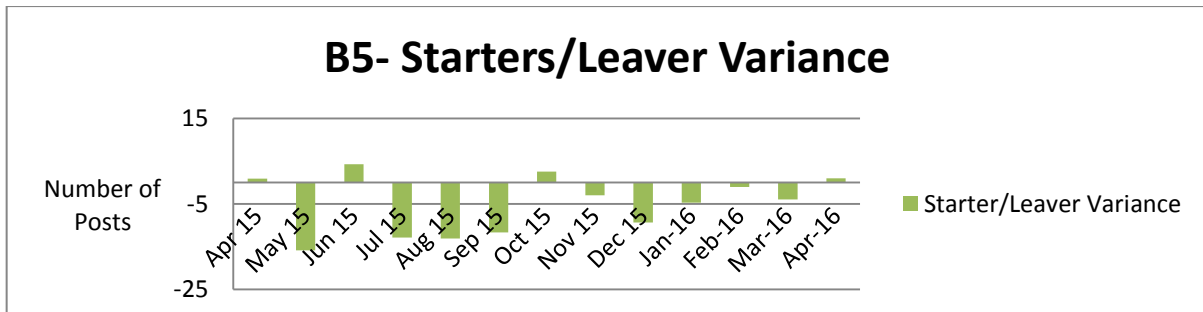
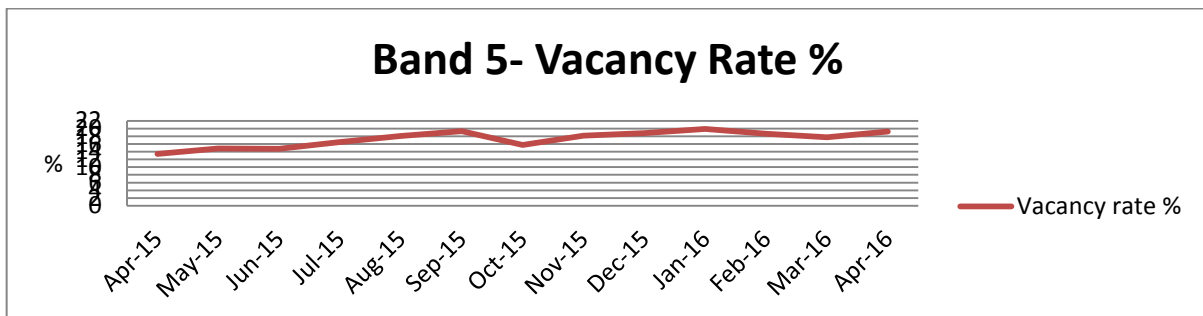
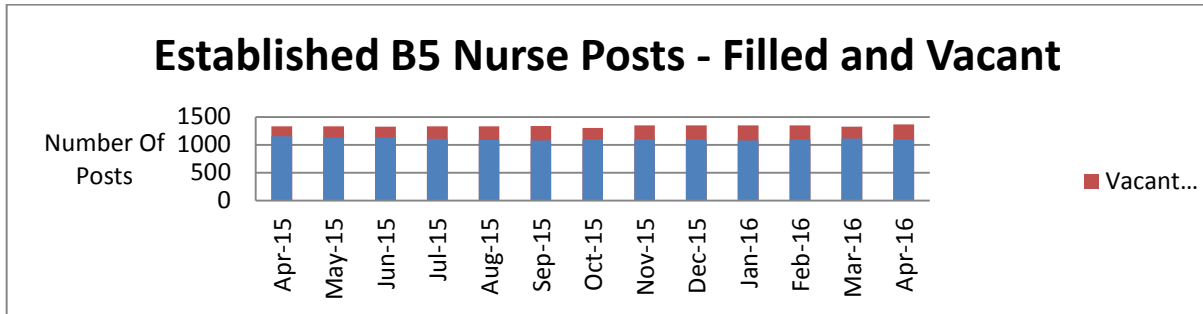
1.3.1 Qualified Nurses – Bands 5 to 7

As at end of April 2016, the vacancy rate for qualified nurses has increased to 14.16% (13.33% reported in March). The starters/leavers variance has declined slightly further at -10.38. However as described above there is much on-going activity which is showing steady reduction in vacancy levels.



1.3.2 Band 5 Nurses

As at end of April 2016, the vacancy rate for qualified nurses has increased to 19.21% (17.73% reported in March). The starters/leavers variance has is showing a positive for the first time since October 2015, at 0.98. This is reflected as described with the on-going recruitment activity through various sources, which is showing steady reduction in vacancy levels.



1.4 **Recruitment/Career Fairs**

There are 19 individuals to be placed from the RCN event in Birmingham, which will reduce the figures. The outcome that was run on the 7th May produced the following results:

Conditional job offers were made on the day to 5 Band 5 Nurses and 3 Band 2 HCA's. There were four HCAs who have been put forward to join the temporary staffing bank. In addition, four individuals have been invited to attend for interview for Band 6 Nurse posts.

We attended a Health Expo event on the 14th May, where we interviewed and offered; we have also received 80 expressions of interest for the Trust in varying roles including Therapies and Administration.

We are looking to hold local Open days to invite ca. 200 people in the potential recruitment pipeline.

The recruitment team will be attending a further event, the RCN in Manchester, on the 2nd and 3rd June and will be using the same approach, i.e. interviewing and looking to offer people on the day.

1.5 International Nurse Recruitment

To date, we have had three nurses arrive at the Trust from the Philippines.

2. Medical Workforce Update

2.1 Medical Workforce Summary

The tables below provide a high level overview of establishment vs. vacancies across the Trust taking into account establishment changes:

Division 1				
Grade	Establishment	Vacancies	%	March 2016
Consultant	220	14	5.07%	7.14%
SAS Grades	51	8	15.69%	15.69%
Training Grades	189	26.4	13.97%	12.66%
Non-Training Grades	66	18	22.27%	23.08%
Totals	526	66.4	12.62%	11.90%

Division 2				
Grade	Establishment	Vacancies	%	March 2016
Consultant	122.2	19.6	16.04%	13.37%
SAS Grades	19.5	5	25.64%	25.64%
Training Grades	156	22	14.10%	12.82%
Non-Training Grades	16	3	18.75%	18.75%
Totals	313.7	49.6	15.81%	14.13%

(Figures as at 05 May 2016)

More detailed summary documents for the Trust are attached to supplement the tables above.

Division 1 – A slight increase in vacancies overall following the April changeover in trainees. The Clinical Fellowship Programme (CFP) is due to roll out to Division 1 shortly which should see a decrease in non-training grade vacancies when the posts are appointed to.

Division 2 – a slight increase overall which is due to the April changeover for training grades in which there were more gaps than usual following the intake. Ongoing recruitment to the CFP should improve this situation.

2.2 Recruitment Update

2.2.1 **Consultants** – the following consultants are due to commence (substantive unless otherwise stated):

Specialty	Date	Name
Anaesthetics	TBC	Dr Saibal Ganguly
Neonates	TBC	Dr Sophie Reynolds
Neonates	TBC	Dr Richard Heaver
Respiratory	TBC	Dr Rachid Berair
Diabetes & Endo	TBC	Dr James Young
Diabetes & Endo	TBC	Dr Khalid Jadoon
Diabetes & Endo	TBC	Dr Pappachan Joseph (currently Locum Cons at RWH)
Haematology	TBC	Dr Richard Whitmill
Haematology	TBC	Dr Khawaja Jahanzeb
Clinical Oncology	TBC	Dr Ravi Dandamudi

2.2.2 Recruitment continues in the following specialties:

Specialty	WTE	Comments
Dermatology	1	To be readvertised at a later date
ICM	2	Closing date 15 May – interview 23 June 16
Cardiology	1	Awaiting VCP
Clinical Chemistry	1	Interview 03 June 2016
CT Anaesthetics	1	Awaiting College Approval
Ophthalmology	1	To be advertised at a later date
Clinical Oncology	1	Interview 10 May 2016 (joint post with Sandwell)
Medical Oncology	1	Interview 10 May 2016 (joint post with Sandwell)
Medical Oncology	1	Advertised 31 March – interview 10 May 2016
Urology	1	Awaiting VCP and College Approval
Paediatric Urology	1	Awaiting VCP and College Approval
General Anaesthetics	4	Awaiting VCP
EM Paeds (Locum)	1	Advertised 19 April 2016
Cardiology (Locum)	1	Advertised 05 May 2016

2.2.3 **SAS Grades** – Interviews have been held for Haematology, we are still awaiting confirmation of start date from the successful candidate.

We have received a few applications via agencies for the Anaesthetic SAS posts to cover the Cannock rota. Preliminary SKYPE interviews have been held whilst we await approval from the College. The posts will then have to be advertised to meet RLMT.

2.2.4 **Training Grades** - There has been a slight in vacancies of 1.90% over both divisions. Recruitment to the CFP should decrease gaps in both divisions.

Following the loss of Surgical FY2 posts from August we are in the process of finalising the recruitment pack and advert for a BST rotation under the CFP.

2.2.5 **Foundation Programme** - We have been notified of the names for the August 2016 FY1 programme. Currently all posts have been filled. This may change if anyone fails their final exams.

For the first time this year the appointed FY1's are attending interviews at the Trust to discuss any training issues or needs they may have. The WMI reported that this has proved a very useful exercise as they have been able to allocate the Educational Supervisors most relevant to the trainees requirements.

All FY2 posts are full at the moment from August with the exception of 2 part rotations that have had to be held back for LTFT FY1's completing their FY1 year

2.2.6 **Clinical Fellowship Programme.** The advertisement has now closed for the Clinical Fellowship Programme for Division 2. Including expressions of interest received outside of the advert we have received over 75 applications so far. 32 people have been interviewed and 28 provisional offers have been made.

Communications are going out the Division One regarding rolling out the programme.

2.3 Locum Framework & Management System

- 2.3.1 The LMS has now been implemented. Medical Staffing have been experiencing teething problems but are working to resolve these.

2.4 Streamlining Project

- 2.4.1 St Helens has been announced as the Lead Employer for GPVTS. We are currently awaiting details of exactly what information we can accept from St Helens and what, if any clearances will still have to be carried out at Trust level.

The next meeting is on 18th May when we hope to obtain further updates on the contract.

2.5 New Junior Doctors Contract

- 2.5.1 Medical Staffing are liaising with departments and requesting the rotas and work schedules for the new contract. Work Schedules now have to be included in the appointment packs.

We have been informed that we cannot carry out any pre-employment checks prior to the work schedules and offer letters being sent out. The Medical recruitment team are doing all the necessary preparations to enable us to send the packs out as soon as we receive the necessary information to try and avoid any further delays in pre-employment clearances for the August intake.

3. Management and Leadership Development

- The new Head of the National Leadership Academy is Stephen Hart.
- David Farrelly has been appointed as the Regional Director for Midlands and East.
- Technology Enhanced Learning projects have been progressed.
- Apprenticeship targets and the levy remains a risk for all organisations.
- The Careers in Medicine day was successful.
- RWT Medical Leadership programme - Work with the University of Wolverhampton is still in progress to map the proposed content to academic credits.
- Clinical Fellowship Programme - The group meets weekly and is progressing work to appoint Clinical Fellows. Two subgroups are being established.

4. Occupational Health & Wellbeing

4.1 Health & Wellbeing Strategy Progress Report

Initiatives outlined in the previous report are ongoing with the following updates:

- The assessor is due to visit RWT on May 18th and 19th May to review the documentary evidence and to spend time with the various key members of the working party including:
 - The interim Head of HR & Managers
 - Members of the Executive team
 - Head of OH & Wellbeing & OH Nurses
 - Head of Training & Organisational Development
 - Focus groups representing all Divisions
 - Other staff as requested by the assessor and ad hoc exchanges with individuals during the course of his time on site
- He has also been invited to join a meeting of the Schwartz Working Party.
- The SEQOHS re-accreditation process has been completed and submitted successfully and also an update of the **NG13 NICE** Health & Wellbeing Guidance has the assurance that the standards have been maintained.
- We have expressed an interest in tendering for new business with Dudley Council and are progressing to the interview stage with Wolverhampton Homes supported by the Business development Unit.

4.2 Pre-Employment Health Screening

The COHORT data management system has enabled the team to accurately identify stages of the pre-placement process which could result in barriers to an efficient turnover rate. It has now become the established norm that the team achieve 100% no delay clearance. For this period, April, we processed **158 questionnaires** for the Trust in addition to our external work with no delays in the recruitment process..
