


The Royal Wolverhampton NHS Trust		
<b>Trust Board Report</b>		
<b>Meeting Date:</b>	30 <sup>th</sup> November 2015	
<b>Title:</b>	Executive HR Report	
<b>Executive Summary:</b>	<p>The report provides an update on:</p> <ul style="list-style-type: none"> <li>• Nurse Recruitment and Resourcing</li> <li>• Medical Recruitment</li> <li>• Employee Relations Casework Summary</li> <li>• Sickness Absence</li> <li>• National Staff Survey</li> <li>• Management and Leadership</li> <li>• Occupational Health and Wellbeing</li> </ul>	
<b>Action Requested:</b>	To note the report.	
<b>Report of:</b>	Linda Holland Interim Director of Human Resources and Organisational Development	
<b>Author: Contact Details:</b>	Daniela Locke, Head of Workforce Tel 01902 695438 Email d.locke@nhs.net	
<b>Links to Trust Strategic Objectives</b>	Objective 6 - To attract, retain and develop all employees and improve employee engagement year on year	
<b>Resource Implications:</b>	Revenue: N/A Capital: N/A Workforce: N/A Funding Source: N/A	
<b>Risks: BAF/ TRR</b> (describe risk and current risk score)	N/A	
<b>Public or Private:</b> (with reasons if private)	Public	
<b>References:</b> (e.g. from/to other committees)		
<b>Appendices/ References/ Background Reading</b>		
<b>NHS Constitution:</b> (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"> <li>✚ Equality of treatment and access to services</li> <li>✚ High standards of excellence and professionalism</li> <li>✚ Service user preferences</li> <li>✚ Cross community working</li> <li>✚ Best Value</li> <li>✚ Accountability through local influence and scrutiny</li> </ul>	



## Background Details

1

**Resourcing Update****1.1 Number of all Vacancies advertised**

A total 1,239 jobs have been advertised via NHS Jobs over the last 12 months (November 2014 to October 2015), showing an increase in month (October) of 28 advertised jobs compared to the same period last year.

Staff Group	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	TOTAL
Additional Clinical Services	9	11	10	15	10	15	10	12	6	7	14	19	138
Additional Professional Scientific & Technical	2	3	1	6	6	3	5	5	6	5	2	7	51
Admin & Clerical	18	20	20	20	31	29	22	43	45	29	28	28	333
Allied Health Professionals	5	5	9	10	10	12	2	7	5	3	14	11	93
Estates & Ancillary	3	9	3	8	2	6	2	6	3	1	3	5	51
Healthcare Scientists	3	0	2	1	0	0	1	0	2	0	4	2	15
Medical & Dental	11	6	9	12	7	13	18	18	32	10	23	16	175
Nursing & Midwifery Registered	24	29	32	27	22	39	38	39	38	32	33	30	383
<b>TOTAL</b>	<b>75</b>	<b>83</b>	<b>86</b>	<b>99</b>	<b>88</b>	<b>117</b>	<b>98</b>	<b>130</b>	<b>137</b>	<b>87</b>	<b>121</b>	<b>118</b>	<b>1239</b>

**1.2 Nursing Vacancy Position (as at 30th October 2015)**

There are currently 145.74wte qualified nursing vacancies (previous month 125.35wte); increase in month of 20.39wte. The vacancy increase is related to a business case for additional staffing in Cannock Theatres.

In October, 7 candidates declined offer and 2 offers were withdrawn by the recruiting manager due to unsatisfactory pre-employment checks. Reasons for candidates declining offers are due to predominately being offered a post elsewhere (at their preferred Trusts), or where additional incentives of training are offered by their current employer, enticing them to stay.

	Vacancies - Open + Advertised				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual HCA + Others
<b>Div-1</b>	68.01	-0.54	67.47	5.81	73.28
<b>Div-2</b>	56.58	12.44	69.02	4.49	73.51
<b>Midwives</b>	-9.88	2.83	-7.05	-0.56	-7.61
<b>Community</b>	31.03	5.65	36.68	-2.12	34.56
<b>Totals</b>	145.74	20.38	166.12	7.62	173.74

Filled Vacancies - Pending Starters Not Yet In Post					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual HCA + Others
<b>Div-1</b>	26.42	10.52	36.94	2.64	39.58
<b>Div-2</b>	29.66	0.00	29.66	0.00	29.66
<b>Midwives</b>	2.80	2.00	4.80	0.00	4.80
<b>Community</b>	1.00	2.00	3.00	0.00	3.00
<b>Totals</b>	59.88	14.52	74.40	2.64	77.04
Total - All Unfilled Posts (Open Vacancies + Pending Starters)					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual HCA + Others
<b>Div-1</b>	94.43	9.98	104.41	8.45	112.86
<b>Div-2</b>	86.24	12.44	98.68	4.49	103.17
<b>Midwives</b>	-7.08	4.83	-2.25	-0.56	-2.81
<b>Community</b>	32.03	7.65	39.68	-2.12	37.56
<b>Totals</b>	205.62	34.90	240.52	10.26	250.78

(NB any minus figure indicates an over-establishment)

1.3 In-month Recruitment Activity

During October 2015, a total of 24 qualified staff were recruited (20 substantive and 4 Bank Only). In addition, 14 Healthcare Assistants were recruited (3 substantive and 11 Bank Only).

1.4 Number of starters in month and Year to date

	New Starters in Month	YTD - Recruited (Nov14–Oct15)	YTD-TUPE IN (Nov14–Oct15)	Total YTD (Nov14–Oct15)
HCA	3	198	83	281
Qualified	20	316	200	516
Bank HCA	11	252	0	252
Bank Qualified	4	124	0	124
<b>Total Staff</b>	<b>38</b>	<b>890</b>	<b>283</b>	<b>1173</b>

1.5 Recent European Recruitment Activity

Three Trust representatives went to Europe in early November and successfully recruited as follows:

- 8 offers of employment – Spain trip
- 9 offers of employment - Portugal trip

1.6 Previous Overseas (European) Recruits

1.6.1 NMC Registration status:

January 2015, Cohort 4 – there is still currently one nurse awaiting their NMC PIN. The individual's application is once again at 'assessment stage 3'; documents were

resubmitted to the NMC on 20<sup>th</sup> October 2015. The issue has been with the University in Italy and the accuracy of documentation submitted back to the NMC.

1.6.2 Leavers / Retention rate:

The number of leavers from the original four European cohorts has increased to 25. The current retention rate is 67%. The average length of stay with the Trust is currently 10.32 months. The table below provides a breakdown by cohort and reason for leaving and destination:

Cohort	Reason for Leaving	Start Date	Service	Month of Leaving - 2015
1	NHS - Bournemouth	25/06/2014	11	Jul
1	Private – Harley St – London	25/06/2014	12	Jun
1	Return Home	25/06/2014	8	Mar
1	Return Home	25/06/2014	6	Jan
1	Return Home	25/06/2014	7	Feb
1	Return Home - Personal reasons	25/06/2014	15	Sep
1	Return Home - Work	25/06/2014	13	Aug
1	Return Home - Work	25/06/2015	14	Sep
2	NHS - London	28/07/2014	16	Nov
2	NHS – QE - Birmingham	28/07/2014	11	Jun
2	NHS – Royal Bromford - London	28/07/2014	9	May
2	NHS - Southampton	28/07/2014	12	Aug
2	NHS - Southampton	28/07/2014	12	Aug
2	Return Home	28/07/2014	16	Nov
2	Return Home - Personal reasons	28/07/2014	12	Jul
3	NHS – Croydon – London	22/09/2014	7	Apr
3	NHS – Kings College – London	22/09/2014	8	May
3	NHS - Royal Free - London	22/09/2014	11	Aug
3	NHS - Southampton	22/09/2014	11	Aug
3	Return Home	22/09/2014	9	Jul
4	Hospital in home country - specialised	12/01/2015	5	Jun
4	NHS - Nottingham	12/01/2015	8	Sep
4	NHS Brighton	12/01/2015	9	Oct
4	Return Home - Work	12/01/2015	8	Sep
4	Return Home - Work	12/01/2015	8	Sep

Exit Follow-ups – the HR department are putting in place an independent exit follow up process a piece of research to better understand reasons for leaving by having direct conversations with individuals who have recently left the organisation. Feedback on the outcomes will be reported at a later date.

2 Health Education England West Midlands (HEEWM) Pilot - EURES Programme

The next regional recruitment hub event is planned to take place in Turin, Italy from the 23<sup>rd</sup> to 27<sup>th</sup> November 2015.

3 Non-EU Recruitment

With effect from Thursday 15<sup>th</sup> October 2015, the Nursing profession has been added to the occupational shortage list; on a temporary basis until 30<sup>th</sup> April 2016. This has lifted the restriction on Tier 2 Certificates of Sponsorship enabling the NHS to source nurses from non-EU countries.

Six representatives from the Trust are travelling to the Philippines on 20<sup>th</sup> November 2015 until 5<sup>th</sup> December 2015. The target is to recruit up to 200 overseas qualified nurses. At the time of writing, there are 260 candidates confirmed for interview.

We will review the need for a further potential trip in January 2016 based on numbers recruited in November/December.

4. Nurse Bank/Agency Requests and Fill Rates

The number of shifts filled over the last 12 months was 47,669 out of 57,091 shifts requested; an average of 3,972 shifts per month filled. The average fill rate is 83.5%. In month, there was an increase of 790 shifts requested compared to the same time last year. For October 2015, 5,612 shifts were requested (an increase of 804 requests from the previous month). The overall internal bank fill rate increased to 84.19% (83.76% in September). The qualified nursing fill rate was 81.28% (increased from 76.83% in September). For the seventh consecutive month no nursing agency staff have been used in month.

2 Medical Recruitment Update

1. Medical Workforce Summary

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

<b>Division 1</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>%</b>	<b>October 2015</b>
Consultant	214	9	4.21%	5.16%
SAS Grades	52	8	15.38%	15.38%
Training Grades	188.6	15	7.95%	9.01%
Non-Training Grades	63	15	23.81%	18.33%
<b>Totals</b>	<b>517.6</b>	<b>47</b>	<b>9.08%</b>	<b>9.15%</b>

<b>Division 2</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>%</b>	<b>October 2015</b>
Consultant	119.2	16.6	13.93%	10.84%
SAS Grades	16.5	1	6.06%	6.06%
Training Grades	159	10	6.29%	6.88%
Non-Training Grades	18	3	16.67%	15.79%
<b>Totals</b>	<b>312.7</b>	<b>30.6</b>	<b>9.79%</b>	<b>8.85%</b>

(Figures as at 13 Nov 15)

1.1 **Division 1** – good progress with consultant recruitment but an increase in

vacancies in relation to non-training grades, although steady overall for the division.

1.2 **Division 2** – an increase in consultant vacancies resulting in an overall increase in excess of 1% across the division.

2. Recruitment Update

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

Specialty	Date	Name
Histopathology	23 Nov 15	Dr Kelvin Robson
Histopathology	23 Nov 15	Dr Abigail Pugh
CT Anaesthetics	30 Nov 15	Dr Karen Smyth (Military Placement)
Oncology	1 Dec 15	Dr Devashish Tripathi
Rheumatology	7 Dec 15	Dr George Hirsch
Acute Medicine	7 Dec 15	Dr Manivarma Kamalanathan
Respiratory	7 Dec 15	Dr Rayid Abdulqawi
CT Anaesthetics	4 Jan 16	Dr Jens Roggenbach (Locum)
Care of the Elderly	27 Jan 16	Dr Sugata Das
Gastro	1 Apr 16	Dr Hari Padmanabhan

2.2 Recruitment continues in the following specialties; of particular note is the number of posts in Anaesthetics currently being advertised or in progress:

Specialty	WTE	Comments
Anaesthetics (ICM)	2	Interviews 18 Nov 15
Anaesthetics (Gen)	1	Interviews 18 Nov 15
Acute Medicine	1	Interviews 13 Nov 15
Care of the Elderly	1	Interviews 23 Nov 15
Renal	1	Interviews 24 Nov 15
Respiratory	1	Post closes 25 Nov 15, interviews 5 Jan 16
Haematology	1	Awaiting further instruction from Department
Chronic Pain (Anaes)	1	Interviews 18 Nov 15
Anaesthetics (Gen)	1	Interviews 18 Nov 15
Dermatology	1	Post closes 3 Dec 15, interviews 12 Jan 16
Emergency Medicine	3	Post closes 17 Nov 15
Clinical Oncology	1	JD with College for approval
Medical Oncology	1	JD with College for approval

2.3 **SAS Grades** – we are currently at various stages of the process in relation to posts in Anaesthetics, Oncology, Haematology and Urology.

2.4 **Training Grades** – the vacancy position across the Trust is healthy but there are still significant gaps at higher level in Cardiology although we have been successful in appointing to those vacancies with pre-employment checks on-going and a doctor due to start on 23 Nov 15.

2.6 **Non-Training Grades** – we continue to recruit to posts in Cardiology, Colorectal, Dermatology Diabetes, Ophthalmology, Radiology and O&G.

2.7 Recruitment activity for the month of October 2015:

Job Title	WTE	Date Advertised	Closing Date	Hits	Applications
Locum Consultant	1	06/10/2015	26/10/2015	620	2
Locum Appointment for Service FY1 Level	1	22/10/2015	05/11/2015	547	40
Locum Consultant in Cardiothoracic Anaesthetics	1	19/10/2015	02/11/2015	449	0
Specialty Doctor	2	16/10/2015	30/10/2015	704	1
Junior Trust Grade in Medicine	3	16/10/2015	30/10/2015	502	9
Senior Fellow	3	06/10/2015	20/10/2015	615	7
LAS CT1 Level	1	19/10/2015	02/11/2015	472	7
Specialty Doctor	2	12/10/2015	09/11/2015	782	0
LAS CT1 Level	1	02/10/2015	16/10/2015	452	3
Consultant Intensivist	1	14/10/2015	28/10/2015	501	1
Locum Consultant in T&O (Spinal)	1	23/10/2015	26/10/2015	129	2
Senior Fellow	1	27/10/2015	10/11/2015	354	3
Specialty Doctor	1	27/10/2015	10/11/2015	426	1
Consultant in Emergency Medicine (3 posts)	3	27/10/2015	17/11/2015	467	0
Senior Fellow in Obstetrics & Gynaecology	1	22/10/2015	05/11/2015	321	6
Specialty Doctor in Oncology	1	20/10/2015	17/11/2015	638	0

3 **Management and Leadership Update**1. Core Leadership programmes:

There is now an opportunity to apply for a £10K bursary for the Elizabeth Garrett Anderson core programme. RWT staff have been notified. To date we have been advised of two successful applicants.

2. Leadership Transformation Theme Group

The 'Informing the Future (Collective Perspective)' was shared at the group meeting on 8<sup>th</sup> October 2015. This is an output of recent work conducted with all LDP Leads nationally to develop a common narrative.

Leadership potential for NHS Vanguard and should future funding become available, two phases are proposed:

- Phase 1 – Develop a suite of leadership interventions
- Phase 2 – Pilot an innovative approach to safer patient care



Additional investment for 15/16 has been agreed, as follows:

- Compassionate Leadership - £50,000

The Florence Nightingale Foundation's 'Leading Compassionate Care' programme has been run nationally and locally and has received excellent feedback and evaluation. The Shropshire, Stafford and Stoke LETC funded initiative 'Leading with Compassion' is part of their Northern Transformation work and an event to explore best practice in leading with compassion.

Building on these compassionate care initiatives and ensuring that they are delivered in a system leadership landscape, it is proposed that an intervention is developed building on identified best practice that will address the needs of a multi-professional workforce and will be open to people across a variety of bandings.

- Psychiatry Leadership £28,000

To support the spread of the current work underway with Psychiatry Leadership Programme; this will ensure systematic leadership training is embedded within the postgraduate psychiatry curricula. This is in addition to delivering the curricula to the existing psychiatry workforce.

### 3. RWT Leadership and Management

The following provides information on the work around a two year Black Country wide project which focused on setting up Assessment centres for individuals across the Black Country who wished to explore their leadership and career development potential.

#### 2014/15 Project progress:

Both the Leadership and Career Centre Models have now been well established and used with many different cohorts. Feedback has been positive and the day runs smoothly.

All dates are fully booked (including the two new dates recently set up due to high demand).

Facilitators have been accredited in Belbin Team Roles for use on the centres. MBTI accreditation Training is now complete and a follow up course of Coaching using MBTI day has taken place with delegates from across the cluster. A Strengthscope refresher course for facilitators has taken place. Further HCM 360 Facilitator Training is in progress, with one held on 29<sup>th</sup> September, the one for the 8<sup>th</sup> October being rearranged by JCA and another held on 21<sup>st</sup> October 2015.

Trusts have been given the opportunity to utilise 137 HCM 360s each through the project and the uptake has been encouraging. With further facilitators being trained through the above programmes, this uptake will rise further.

Delegates have utilised an offering of an 'Introduction to Coaching Course' which was funded through this project. This proved to be popular, further requests for dates were received and two new dates (November & January) have been set up. Each Trust has been allocated funding for 4 delegates to attend this programme.

Delegates have the opportunity to access PCM (run by RWT). Initially 12 places were available with one currently being utilised. This need is highlighted by the speed coaching in the development centres and future options for attendance are discussed.

Further master classes and training for 2016 have been arranged in conjunction with 'Align Change' for the remainder of the project. These include:

- Change leadership skills
- Building morale, motivation and engagement in teams
- Constructive feedback/crucial conversations
- Presenting skills
- Business case
- Project management

As at October 2015 141 participants are engaged with the project (excluding HMC 360 training and Refresher course)

4. Post Graduate Academic Institute of Management (PGAIM)

Further work on the development of the PGAIM has focused on the plans for delivery of a clinical leadership programme at 2 levels. Level 1 will focus on core business as a clinical leader. Level 2 focuses on development of key skills and knowledge.

A meeting is being set up in November to agree the learning content of the two levels.

The approach to this work is explained in Appendix 1.

4 **Occupational Health and Wellbeing Service Update**

1. **HEALTH & WELLBEING STRATEGY PROGRESS REPORT**

1.1 The annual seasonal influenza vaccination programme commenced on 1<sup>st</sup> October 2015 and the table below shows our progress to date:

**Seasonal Flu Vaccination Uptake as at 10.11.2015**

Staff Groups	Number of staff employed by head count	Number of staff vaccinated to date
1. Doctors & Dentists	700	231 (33%)
2. Qualified Nurses & Midwives	2143	693 (32.33%)
3. All Other professionally qualified clinical staff: AHPs, qualified scientific, therapeutic & technical staff.	769	439 (57.08%)
4. Unqualified Nurses, AHP's	1392	959 (68.89%)
<b>Total in above frontline staff categories</b>	<b>5,004</b>	<b>Total frontline staff vaccinated: 2322 (46.4%)</b>
5. Non-clinical support	3191	670 (20.99%)
<b>TOTAL HEADCOUNT</b>	<b>8,195</b>	<b>Total staff vaccinated overall: 2992 (36.51%)</b>

These figures were submitted for the first period of 2015 data collection in compliance with the Public Health England survey directive requiring mandatory submission by all NHS Trusts of seasonal flu uptake by frontline health care workers via IMMFORM on a monthly basis until 9<sup>th</sup> March 2016.

1.2 Following our submission of the Trust response to the recently published NICE

guidance on compliance with health & Wellbeing arrangements set out in the paper **NG13**, we have now had an approach from our Wolverhampton Public Health colleagues about a similar initiative.

1.3 The Workplace Wellbeing Charter offers us the opportunity to sign up to the charter and take advantage of the benefits of joint working with Public Health and Wolverhampton Council including some funding for new projects. A meeting has been arranged on 24th November, to explore the self-assessment package and discuss ways in which we can take this forward and share the principles with the wider Trust.

1.4 The 5-year contract period for the provision of occupational health services to the University of Wolverhampton healthcare students is due to terminate at the end of February 2016. The university have invited us to take up the option of a further 2 years after which a value for money tender exercise will be required.

The contract has grown over the 5-year period and several new cohorts of students have been added to our portfolio and there is the opportunity to increase the income generated by the work.

2. Pre-employment Health Screening

The table below shows the percentage of new recruits receiving health clearance during in the month of October 2015, within agreed service timescales and the reasons for any delay in health clearance.

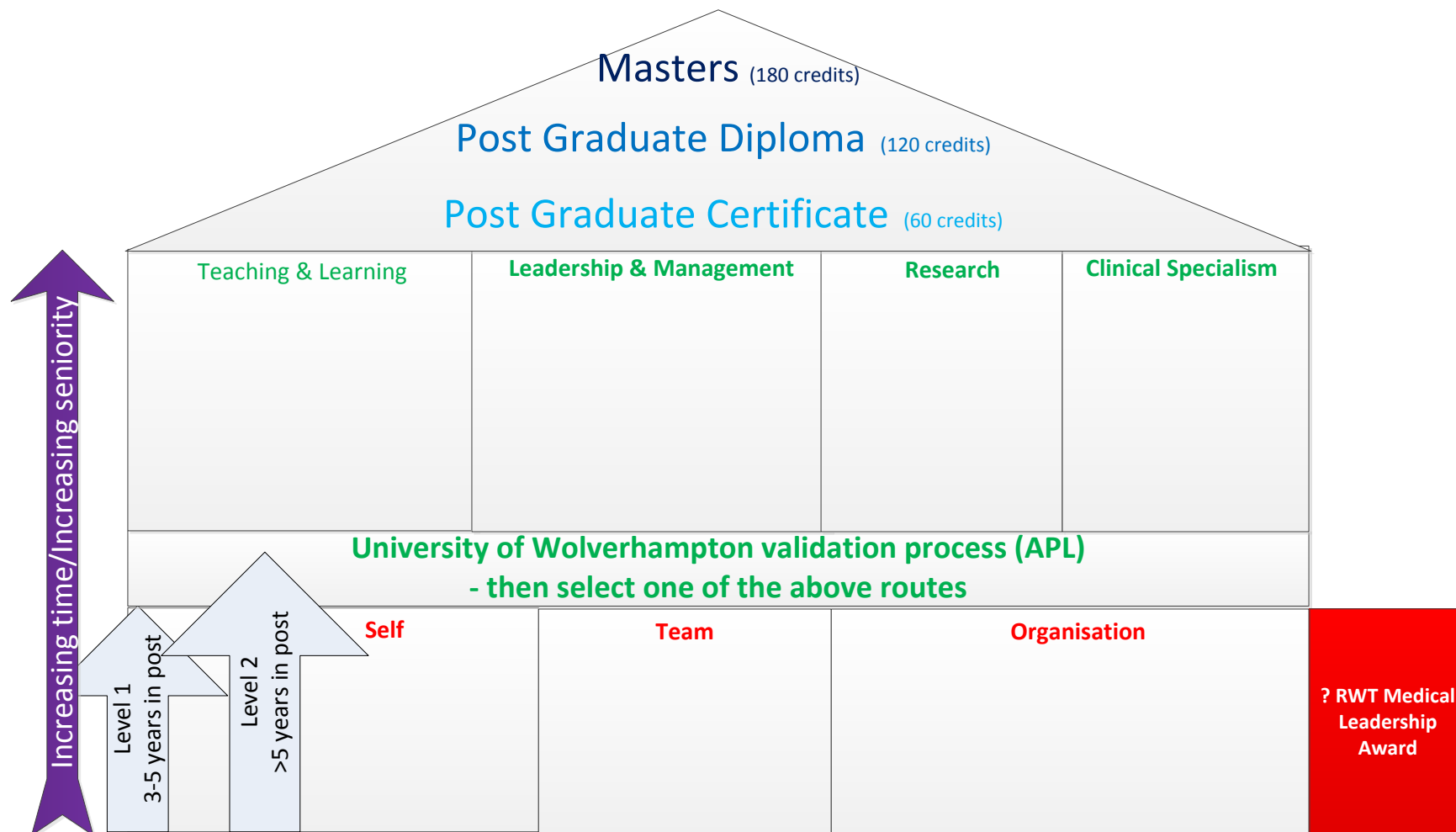
The COHORT data management system has enabled the team to accurately identify stages of the pre-placement process which could result in barriers to an efficient turnover rate. It has now become the established norm that the team achieve 100% no delay clearance.

There has been increased activity this month both for our external work and within the Trust.

<b>Delaying factors where appropriate</b>	<b>Count</b>
No delay	<b>201</b>
<b>Grand Total</b>	<b>210</b>

5	<p><b>Schwartz Rounds</b></p> <p>At the initial Steering Group Meeting on 5th November 2015 it was agreed to proceed with Schwartz Rounds with the support of the Point of Care Foundation (PoCF). Next Steps are being worked through and an update provided in the next report.</p>
6	<p><b>Other Updates</b></p> <ul style="list-style-type: none"><li>• Freedom to Speak Up Policy – Whistleblowing policy for the NHS – Monitor, TDA and NHS England have issued a consultation to seek organisations' views on the proposed single national whistleblowing policy for the NHS in England. The consultation closes on 8<sup>th</sup> January 2016.</li><li>• Agency Cap – the consultation on agency caps closed at 5pm on the 13<sup>th</sup> November with plan for implementation on Monday, 23<sup>rd</sup> November. To date no further information has been published.</li></ul>

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**?RWT Medical Leadership Award**  
 = **direct learning time of 4 days (36 hrs)**  
 (equivalent to 4 x 5 credits = 20 credits  
 [BUT the direct learning component only])

**University currency**  
 5 credits = 50 hours learning (9 of which must be direct learning time)  
 20 credits = 200 hours learning (36 of which must be direct learning time)  
 60 credits = 600 hours learning (108 of which must be direct learning time)