

Trust Board Report

Meeting Date:	27 th February 2017
Title:	Executive Workforce Report
Executive Summary:	<p>This report provides updates on:</p> <ol style="list-style-type: none"> 1. People and Organisation Development Strategy 2016 - 2020 - Update 2. Future Workforce – Resourcing Update 3. Future Workforce - Medical Workforce Update 4. Education, Training and Leadership Strategy 5. Organisation Development – Workforce Wellbeing 6. Workforce Intelligence and Planning
Action Requested:	The Board are asked to note the report
Report of:	Linda Holland Interim Director of HR & OD
Author: Contact Details:	Catherine Griffiths Deputy Director of HR Tel 01902 695430 Email: Catherine.Griffiths7@nhs.net
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	Appendix 1 - Workforce Assurance Group – Action Notes 14/02/17 Appendix 2 - Nursing Workforce Information Appendix 3 - Proposal from an external provider for on-site eye tests for staff
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. People and Organisation Development Strategy 2016 - 2020 - Update

1.1 People and Organisation Development Strategy - Update

The People and Organisation Development Strategy aims to promote a strategic approach to people management and to assure the Board that the supporting and planned actions arising from it will contribute to achieving a safe and effective workforce and in doing so, mitigate strategic risk 1 within the Board Assurance Framework.

The People and Organisation Development metrics are monitored through the Nurse Recruitment and Retention Steering Group, the Medical Workforce Steering Group and Workforce Assurance Group. One key metric is to achieve a positive starter leaver balance over three consecutive months for key staffing groups.

Focus on Nursing and Midwifery

This occupational group has shown a positive starter leaver balance for 3 months in the past 12 months, however not on a consecutive basis; this staff group remains a key resourcing risk. However the voluntary turnover rate is reducing for band 5 nursing, significant work is taking place to recruit and retain this group and to understand the reasons for leaving the Trust. Further work is required to understand the trends shown below for voluntary turnover in band 6 and 7 nursing and midwifery group.

Table one below provides an update on voluntary turnover for year to date January 2017. It shows the voluntary turnover rate for Band 5 nurses at just over 10%, which is the lowest rate in over 21 months (April 2015 rate just below 10%). Table two shown below gives the previous year April 2015 to March 2016 for purposes of comparison.

Table One

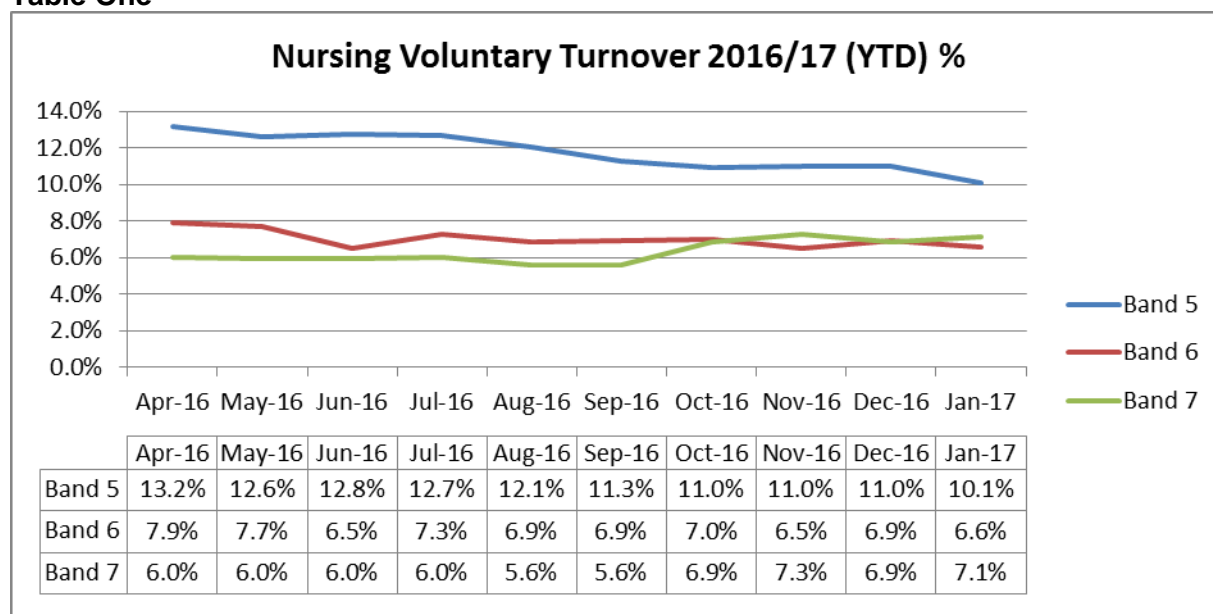
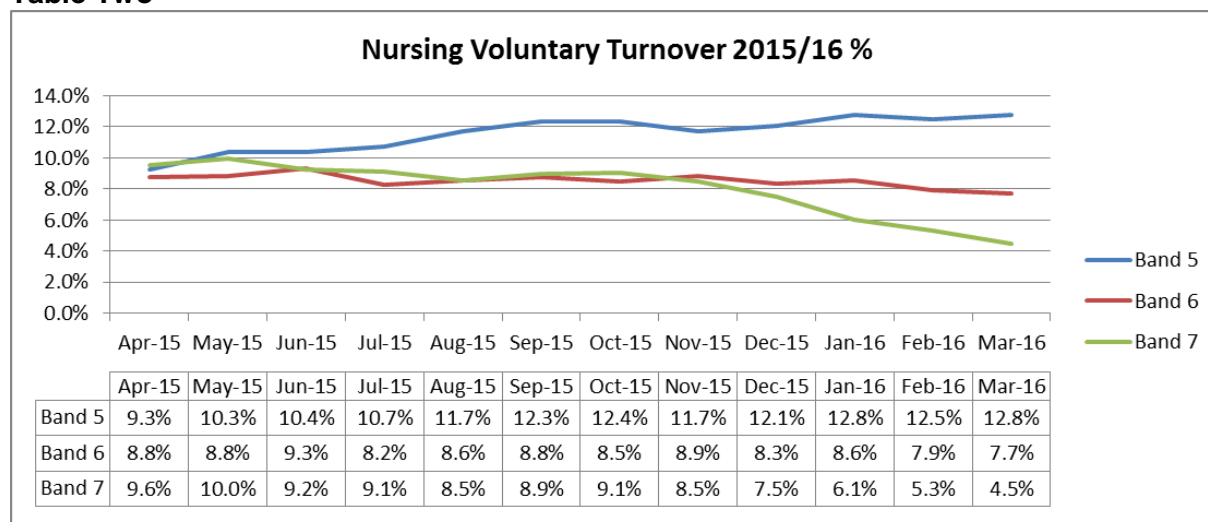


Table Two



1.2 Workforce Assurance Group

The Workforce Assurance Group meets each month to review workforce matters and provide confirm or challenge for planned action, business intelligence and data. It is attended by non-executive, executive and divisional leads and offers further governance and assurance on delivery. The minutes of the meeting are attached for information.

1.3 National Staff Survey and Chatback

The National Staff Survey has closed and the results are expected in early March. The local staff survey Chatback is being reviewed currently with a view to improving accessibility and response rate. The planned release date will be April 2017. The results and follow up work will be scheduled from June 2017. The Chatback questions will be themed to support the Trust Values and also follow up on previous employee engagement outcomes.

Safe and Effective – Working collaboratively to prioritise safety.

Kind and Caring – Acting in the best interests of others at all times.

Exceeding Expectations – Growing a reputation for excellence

2. Future Workforce - Resourcing Update

Engagement and Culture:

- A briefing note is being developed for Recruiting Managers to promote the Disability Confident Employer accreditation and clarify what the commitment means in practical terms.

Organisation Development:

- Following recent Stakeholder events a review of existing training provision and guidance/materials is planned to ensure managers have the tools and support they feel are necessary to perform recruitment activities safely and effectively.

Future Workforce:

- A survey has been circulated to registered nurses with between one and three years' service. The feedback received will be analysed and used to inform decisions about future retention initiatives.
- A further 18 nurses from the Philippines are expected to commence employment during February and March 17.
- The Trust will be attending the Annual RCN Job Fair in March and will be interviewing prospective employees on the day.

Workforce Intelligence planning and Assurance:

- An audit reviewing compliance with the Professional Registration Policy has been concluded and the findings have been tabled separately. A further audit is underway to review compliance with Engagement of Temporary workers Policy.

2.1 Nursing Vacancy Position (as at 31st January 2017) Refer to Appendix 2

2.1.1 Recruitment - summary of all Vacancies advertised via NHS Jobs

A total of 1104 vacancies have been advertised via NHS Jobs over the last 12 months (February 2016 to January 2017), the majority 322 related to Nursing and Midwifery roles with 296 Administrative & Clerical roles. These figures include recruitment to the temporary staffing bank.

- 60 offers issued - 41 internal and 19 external
- 82 new starters pending (62 external – 20 internal).
- 32 posts in progress awaiting confirmation of interview dates. These include the following roles: Nurses; Theatre Practitioners; Matron; Highly specialised Cardiac Physiologist and Speech and Language Therapists.
- 14 posts are awaiting further information prior to advertisement

2.1.2 Registered Nursing, Midwifery & Health Visiting Staff – Starters, Leavers variance, and Turnover Trends – Refer to Appendix 2 for Tables & Charts

Combined Bands 5 to 7

As at 31 January 2017, the combined vacancy rate for registered nurses (Bands 5, 6 and 7) had reduced from 16.18% in December to 13.70% in January and the starters/leavers variance has improved considerably from -10.62 WTE in December to 10.13 in January.)

Band 5 Nurses

As at end of January 2017 the vacancy rate for Band 5 nurses had shown a reduction from 21.24% in December to 18.39%.

Nurse Turnover Trends

Voluntary turnover for Bands 5, 6 and 7 over a rolling 12 months period shown an overall reduction from 9.13% to 8.58% which is encouraging. Band 5 turnover reducing from 10.99% to 10.13% and band 6 from 6.93% to 6.61%. Turnover for Band 7 showing a slight increase from 6.89% to 7.14%. A chart detailing leaver information for January 2017 is included at Appendix 2 for further reference.

2.2 Overseas Recruitment

2.2.1 Candidate Status as of 31st January 2017

The review of the pipeline is now complete and candidates who had not engaged in the process and met the necessary targets have not complied with the terms of the offer and have consequently been withdrawn from the process.

- 26 appointed (24 in post 2 Repatriated) 18 with PIN number.
- 1 Due to commence OSCE Boot camp
- 5 passed second attempt OSCE on 21st January 17
- 5 booked for second attempt OSCE exam 18th February 17
- Further 18 expected to arrive during February/March 17

2.2.2 International Recruitment in Country

The interviews concluded on the 13 January and resulted in one appointment. No further advertisement is planned at this time. Attention will focus on those Filipino Nurses in the pipeline and in promoting the Trust vacancies at the RCN Jobs Fair. The need for a further International In-country advert will be reviewed once the success of the Jobs Fair has been evaluated.

2.3 Temporary Staffing Bank Update

2.3.1 Nurse Bank/Agency Requests and Fill Rates

Between February 2016 and January 2017, a total of 69,455 bank shifts were requested with an average fill rate of 89.00% reported for the rolling 12 month period. For registered nurses there were 26,689 shifts requested (for rolling 12 months period) with an average fill rate of 84.00% up from 83.20% last month. **(Appendix 2 for full data)**

2.3.2 Bank Recruitment

Fourteen Health Care Assistants have been recruited some are awaiting final pre-employment clearance but those have received clearance have been placed at West Park Hospital and A12.

2.3.3 Health Roster

The Team have been preparing for the implementation of Version 10 of the Health Roster System with a go live date of 13th February 2017. Version 10 offers faster access and this should lead to efficiencies of use.

2.3.4 Future Workforce

Temporary Staff Bank have a rolling advert on NHS Jobs for qualified Nurses and have reviewed their process and will be scheduling Drug Calculations on a separate day with successful candidates being offered interview slots at a convenient time in the same week. This will be trialled for 2-3 months.

3. Future Workforce - Medical Workforce

3.1 Medical Workforce Summary

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

The overall vacancy level in Division 1 has reduced slightly from 12.58% to 10.96% slightly and Division 2 has remained the same at 16.95%. January is typically a quiet month with regards to doctors commencing in post.

Division 1				
Grade	Establishment	Vacancies	January	December
Consultant	227	20	8.81%	8.81%
SAS Grades	49	10	20.41%	20.41%
Training Grades	180	12.2	6.78%	8.90%
Non-Training Grades	75	16	21.33%	27.63%
Totals	531	58.2	10.96%	12.58%

Division 2				
Grade	Establishment	Vacancies	January	December
Consultant	127.2	24.2	19.03%	19.03%
SAS Grades	21.72	7	32.23%	32.23%
Training Grades	163	14.6	8.96%	8.96%
Non-Training Grades	35	14	37.14%	37.14%
Totals	346.92	58.8	16.95%	16.95%

GP Practice			
	Budgeted WTE	Actual WTE	Gap WTE
Totals	12.51	11.56	0.95

A summary of other recruitment activity in each division is detailed below:

3.2 Division 1 -

- Consultant (x3) - Obstetrics & Gynaecology – 2 Appointments confirmed 1 pending
- Consultant – Radiologist Interviews 21/3/17
- Locum Consultant Cardiology re-advertised 2/2/17
- Consultant - Chemical Pathology – Appointment confirmed.
- Consultant - Trauma & Orthopaedics – Interviews 21/2/17
- Consultant – Urology Interviews 6/4/17
- Senior Clinical Fellow – Cardiology – closes date extended until 3/2/17
- Senior Clinical Fellow and Speciality Doctor – Anaesthetics – Interviews 15/2/17
- Clinical Fellow – Surgical Specialities – Awaiting MTI appointment
- Specialty Doctor Ophthalmology – awaiting JD approval from RC
- Trust Fellow Ophthalmology - close 03/03/17
- Senior Clinical Fellow CT Surgery - closes 06 /03/17
- Senior Clinical Fellow T & O closes 06/03/17

- Locum SAS Cellular Pathology closes 21/02/17
- Clinical Fellow EM & T & O closes 22/2/17
- Senior Clinical Fellow Urology closes 06/03/17
- LAS FY1 Surgical Specialties 15/02/17

3.3 Division 2 –

- Clinical Fellowship – Medical Specialities - Interviews ongoing
- Speciality Doctor – Emergency Medicine – Interviews Feb 2017
- Clinical Fellow – Haematology (Department to advise if re-advertisement required).

3.4 GP Recruitment Update

With effect from 1st January 2017 the GP surgery 80, Tettenhall Road has been taken on. There are currently two substantive GP's at present and no vacancies. Work is underway to review future resourcing requirements.

3.5 New Contract for Doctors in Training

There have been no further transitions to the new contract in January 2017. Work is on-going on work schedules and pay protection to ensure a smooth transition in February and March. Twenty six trainees are due to transition during February and March, eight in February including Orthopaedics, Urology and surgical specialities, and eighteen Paediatric trainees transitioning in March.

A number of training sessions have taken place with Educational Supervisors by Guardian, clinical tutor and HR.

3.6 Medical Staffing Regional Streamlining Group

The chairs of the Group are due to meet with NHS employers to discuss finer details of the 2016 contract and will report back to the next meeting. The West Midlands Region was reported to have been one of the best regions in terms of implementation of the new contract.

It is reported that the three regions of East of England, East Midlands and West Midlands are joining together to lead the Streamlining project. The respective Chairs from have been meeting to discuss how the project will move forward. A further update will be provided at the next meeting which is due to take place in March 2016

St Helens & Knowsley, currently lead employer for GP trainees will be lead employer for Histopathology and Public Health trainees with effect from August 2017.

It was confirmed that additional ACCS posts awarded to trusts on a temporary basis are to be retained but it is not thought that the HEE will continue to provide funding. This relates to A & E and AMU.

4. Education, Training and Leadership Strategy Update

Engagement and Culture:

- Equality and Diversity e-learning package in final stages of completion
- Royal Awards, and the Education Awards events -finalizing awards winners underway
- One member of staff shortlisted for West Midlands apprentice awards event
- Revised Leadership development programme in planning stages

Organisation Development:

- Coaching and Mentoring support plan being developed
- Healthcare leadership 360- being offered on an individual basis

Future Workforce:

- David Loughton agreed to promote apprentice opportunities through a video
- Corporate Learning & Development Manager has been invited to sit on the VCP panels for Division 1 and Division 2 to help identify any suitable vacancies for apprenticeships

Workforce Intelligence and Planning:

- Facebook adverts to be used in the Apprenticeship Campaign
- 11 work experience placements for the 16+ age group were placed in January 2017
- Career Events were attended at Highfields School, Coppice High School, St Edmunds High School

5. Organisation Development – Workforce Wellbeing

5.1 Occupational Health and Workplace Wellbeing

The Workplace Well-being Steering Group is meeting fortnightly to co-ordinate and progress work streams based on the categories within the Workplace Well-being Charter and the health and Well-being CQUINs. The aim is to address identified gaps to attain excellence in all categories by 2018, when Charter status is reassessed, and to support achievement of CQUIN targets to improve staff well-being outcomes. The steering group is developing a Trust-wide Health and Well-being Strategy; it includes representatives from corporate and directorate services, chaplaincy and trade unions within the Trust and Healthy Lifestyles team and Public Health from the city council.

Work programme priorities include:

- developing a Trust-wide well-being policy and underpinning protocols for mental well-being; physical well-being; alcohol and substance misuse
- developing Well-being resources and information on the Trust intranet
- achieving well-being charter 'excellence' level for mental well-being; physical well-being; healthy eating; smoke free workplace; alcohol awareness
- maximising the use of employee benefits to support improved well-being outcomes

Recommendations from the steering group will be referred to WAG for support and approval.

Proposal for a free mobile vision screening service for Trust staff

The Steering Group considered a proposal from an organisation called Hyda and Reed to introduce a free vision screening service for Trust staff. The Workforce Assurance Group endorsed the approach. The proposal would see the provision of a free on-site eye test service available for all staff on all three main sites; there are no cost implications for the Trust beyond designating car park spaces for an agreed period of time for the mobile unit. The service would benefit staff by providing access to eye tests and a resulting prescription, but with no pressure to purchase glasses from the provider.

5.2 Health and Well-being CQUIN

NHS England's Health and Well-being CQUIN for 2016/17 links three components for improving the health and well-being of staff:

- 1a – introduction of health and well-being initiatives
- 1b – Healthy food for NHS staff, patients and visitors
- 1c – improving uptake of flu vaccinations

5.2.1 CQUIN Indicator 1a - Introduction of Health and Well-Being Initiatives

This covers the introduction of health and wellbeing initiatives covering physical activity, mental health and improving access to physiotherapy for people with musculo-skeletal issues.

The OH & WB service already provides fast-track access to physiotherapy services and employees can self-refer as a preventative measure.

The workplace well-being steering group is working on a number of initiatives to develop more physical activity opportunities, including the possibility of introducing on-site fitness classes and collaborating with Health Lifestyles to promote walking and cycling.

Mental well-being support and stress support is also being looked at through the provision of resources and self-help information.

Enhancing the information available to staff through dedicated intranet pages is also being developed.

5.2.2 CQUIN Indicator 1c - Improving Uptake in Flu Vaccinations

CQUIN indicator 1c incentivises the uptake of flu vaccinations amongst front-line NHS staff, who are more likely to be exposed to the influenza virus, where Trust's achieve a target of 75%.

The Trust's flu campaign continues to the end of February in line with the 'flu season'. The current take-up for front-line staff is 72% and for all staff is 62%. The project team has evaluated this year's campaign and is planning an early start for next year from March 2017.

5.3 Occupational Health and Well-being work programme

Routine health surveillance is going to plan in line with HSE guidelines. The skin surveillance questionnaires have been sent out for all clinical staff to complete and the lung function screening has commenced.

6. Workforce Intelligence and Planning

6.1 ESR Update

Personal Information Data Cleanse

An exercise to cleanse the data held on the Electronic Staff Record (ESR) has started. Data Cleanse forms will start to be distributed this month; the deadline for returns is the 31st March 2017. This will improve the quality of personal protected characteristics for future Equality and Diversity reporting contained within the Annual Equality Report.

Employment Information

The e-Rostering upgrade is scheduled for February; Allocate advise that reconciling the information between ESR and e-Rostering will be easier with the upgraded system, so the reconciliations will begin once this has been implemented.

ESR Enhancement

The Data Cleanse project includes adverts for Employee Self-Service to encourage staff to sign up to Employee Self-Service – this will enable staff to update their personal information online in the future as well as access their payslips, P60, and Total Reward Statement online. Further communications will advertise the ability to access payslips at home.

6.2 Sickness Absence Reporting Update

Work continues on ensuring ESR provides the single point of information on sickness absence reporting. This includes defining the impact on sickness rates from moving to a single and more accurate data source. Dates for reports are being reviewed along with the format for reporting in order to bring a focus on number of days absence across the Trust.

6.3 Dashboard for People Management Metrics – Update

The work to complete a single dashboard for the people management metrics contained within the People and Organisation Development Strategy is on schedule to report from April 2017.

Appendix 1 - Action Points of the Workforce Assurance Group

Date: Tuesday, 14th February 2017
Venue: Conference Room, Hollybush House
Time: 11:00am

Present:	Name	Role
	Sarah Bidwell (SB)	Occupational Health & Wellbeing Lead
	Priyanka Dhanda (PD)	Occupational Health Nurse Advisor/OH Lead
	Roger Dunshea (RD)	Non-Executive Director
	Danielle Elsmore (DE)	Workforce Information
	Catherine Griffiths (CG) (Chair)	Deputy Director of HR
	Daniela Locke (DL)	Head of Workforce
	Tim Powell (TP)	Deputy COO
In Attendance:	Name	Role
	Maria Dent (MD)	PA to Director & Deputy Director of HR
	Lisa McClenaghan (LM)	Resourcing Manager
Apologies:	Name	Role
	Sarah Allan (SA)	Senior Resourcing Manager
	Simon Evans (SE)	Planning & Performance
	Linda Holland (LH)	Director of HR & OD
	Louise Nickell (LN)	Head of Education & Training
	Sandra Roberts (SR)	Divisional Manager for Estates & Facilities
	Julie Shillingford (JS)	Head of HR Advisory

Date of meeting & Ref	Item/Action	By When	By Whom	Comments
15/03/16				
16/024	<p>Audit Report: Annual Leave & Study Leave for Medical Staff 4 Key Points requiring sign off by WAG, to be brought back in August/September to ensure actions have been completed.</p> <p>13/09/16 - Update Report on study leave circulated by LN.</p> <p>18/10/16 – Outstanding actions report on annual leave to follow.</p> <p>15/11/16 – DL reported it had been agreed to contact other Trust's to gauge practices ongoing to ensure consistency; further work required on this.</p> <p>17/01/17 – Agreed to extend completion date as work ongoing.</p>	End March 2017	DL/SA	
12/07/16				
16/051	<p>Temporary Staff Bank Enhanced Bank Rates – LH advised that this is currently with the Finance Department for discussion; DL to follow up on status.</p> <p>18/10/16 – The Enhanced bank rates are continuing – this has been picked up by the Trust Efficiency Programme Group (TEPG). Further update to be provided after December 2016.</p> <p>17/01/17 – Agreed to extend review date as this issue now under discussions around the new junior doctors contract bank rates.</p>	31/03/17	SA	
18/10/2016				
16/069	<p>Streamlining – Phase 2 Factual References – at a meeting with Health Education England, it was agreed that all regional organisations should set this facility up by mid January 2017. This is currently being worked through; SA to report back on.</p> <p>17/01/2017 – SA advised that the HEE had only issued one part of the required toolkit, so to follow up and provide further update.</p>		SA	

Date of meeting & Ref	Item/Action	By When	By Whom	Comments
	14/02/17 – LM advised that additional information had been received but not completely resolved, agreed to extend end date.	31/03/2017		
15/11/2016				
16/084	<p>Workforce Reporting – Recruitment update from wider areas across the Trust & difficult to recruit to areas</p> <p>DL advised that this would be worthwhile initiative but has not been done previously as there is devolved recruitment in these areas so the data is difficult to collate. There is a need to identify an interim to follow up on, until the department is in a better position to provide more accurate data.</p> <p>17/01/17 – Work ongoing, agreed to extend completion date.</p>	June 2017	SA	
13/12/2016				
16/090	<p>Local CEAs 2016 Round</p> <p>SA to liaise with LN re communications around compliance on mandatory training and completion of appraisals ‘on time’</p> <p>17/01/17 – ongoing, SA to meet J Odum initially and will liaise with LN once programmed agreed.</p>	31/03/17	SA/LN	
16/092	<p>Data for Primary Care</p> <p>SE suggested that DE liaise with Michelle Evans in the Service Development department around the availability of dashboard information data for primary care which is currently being pulled together.</p> <p>17/01/17 – Agreed to extend date to end of March; DL following up on collation of additional/ historical data to enable better comparison information reporting.</p> <p>14/02/17- work continuing to develop dashboard reporting.</p>	31/03/2017	DE/DL	
16/093	<p>HR13 Supporting and Managing Staff Attendance At Work Policy (formerly Sickness Policy)</p> <p>Agreed to review the impact of the change in policy once implemented following</p>	July 2017	CG/J Smith	

Date of meeting & Ref	Item/Action	By When	By Whom	Comments
	TMC approval (expected in January 2017).			
17/01/2017				
17/003	<p>Nursing Vacancy Position SA to send out, for information, position statement on nursing vacancy position compared to last year.</p> <p>14/02/17 – Carried forward to next month.</p>	14/03/17	SA	
17/004	<p>National Staff Group Definitions LN queried whether the changes on ESR to the national staff group definitions would automatically update for OLM. DE to check with the OLM teams on the classifications currently used for their reporting.</p> <p>14/02/17 – DE meeting with Catherine Morris in Training to look at aligning reporting re national and local definitions. Update at next meeting.</p>	14/03/17	DE	
17/005	<p>Sickness Absence Reporting Review commencing on amending the current reporting process for sickness absence for the Trust. Further update provided as project progresses.</p> <p>14/02/17 – DE updated on the review to change the reporting of data from the manual sickness reporting to the data collated from the Business Information system from ESR. However, data would not be available until mid-month which would impact on Board reporting. Due diligence is ongoing to assess, but it is believed that the information from ESR should be more accurate. However, the data reported to the Board would be one month behind. Action: to check whether Board would be happy with this proposal.</p>	14/03/17	DE LH/CG	Ongoing
17/008	<p>Audit Report – pre-employment Checks Report and action plan noted. Re-audit proposed for six months.</p>	July 2017	SA	
14/02/2017				
17/010	<p>VCP Review – Opportunity of Posts for Redeployment Pool CG to follow up on process to ensure that the weekly VCP review panel are also</p>	14/03/17	CG	

Date of meeting & Ref	Item/Action	By When	By Whom	Comments
	aware of any posts that may be applicable for staff within the redeployment pool.			
17/011	Workplace Wellbeing – Free Eye Test For Staff Proposal for Mobile Free Eye Test Service for Staff provided by Hyda &Reed - Approved.	-	-	-
17/012	Role of the Clinical Fellows RD requested an update on the role of the Clinical Fellows; LM agreed to provide a one page briefing report for the next meeting.	14/03/17	LM	
17/013	Workforce Intelligence & Planning Update Report DE requested feedback on the information reported within the revised Workforce Intelligence & Planning report.	28/02/17	ALL	
17/014	Nurse Recruitment & Retention Steering Group/Medical Workforce Group Verbal update provided but CG agreed to provide a one page briefing update report for the next meeting.	14/03/17	CG	
17/015	Policy for DBS Checks CG agreed that following internal audit, an update report will be provided on checking which posts require DBS clearance, on the current regulated activity and Trust status. Work has commenced on this already on practices across the community, but will also cover across the divisions too.	11/04/17	LM/SF	
17/016	Correlation of Sickness Levels and Staff Carrying out Bank Work DE agreed to follow up and provide update for the next meeting.	14/03/17	DE	

Appendix 2 - Nursing Workforce Information.

Nursing Vacancy position (31st January 2017)

	Vacancies - Open + Advertised						
	Band 5	Band 6	Band 7	Band 8	Unqualified / HCA	Others	Total
Div-1	32.49	24.91	3.30	0.71	23.48	-0.24	84.65
Div-2	47.65	8.26	3.16	0.40	17.13	10.99	87.59
Midwives	-0.74	-13.27	-0.39	0.00	-4.25	-1.04	-19.69
Community	17.33	1.50	2.40	0.79	4.58	-1.80	24.80
Totals	96.73	21.40	8.47	1.90	40.94	7.91	177.35

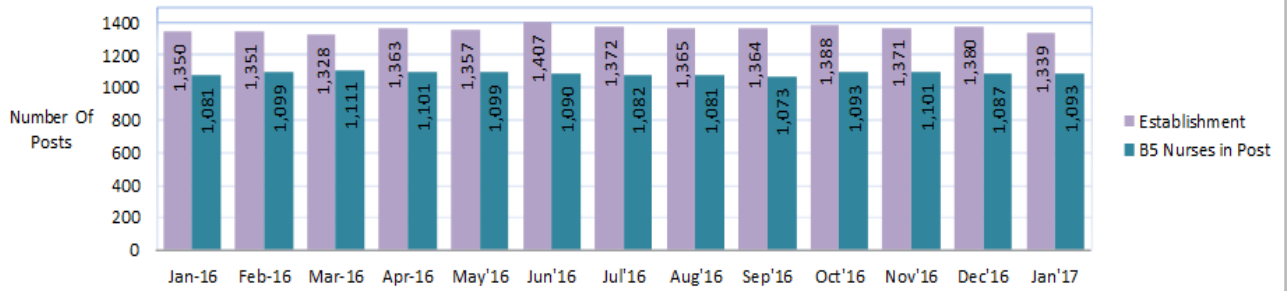
	Filled Vacancies - Pending Starters Not Yet In Post						
	Band 5	Band 6	Band 7	Band 8	Unqualified / HCA	Others	Total
Div-1	19.39	2.00	0.00	0.00	1.21	1.00	23.60
Div-2	11.65	3.20	1.00	0.00	6.00	0.00	21.85
Midwives	1.80	0.00	0.00	0.00	0.00	0.00	1.80
Community	4.60	1.00	1.00	1.91	0.53	0.00	9.04
Totals	37.44	6.20	2.00	1.91	7.74	1.00	56.29

The number of Vacancies that have been filled but are not yet occupied is 47.55 WTE compared to 71.52 WTE compared in December reflecting a registered nursing workforce gap of 128.50 WTE at end of January a reduction from the December figure of 133.88.

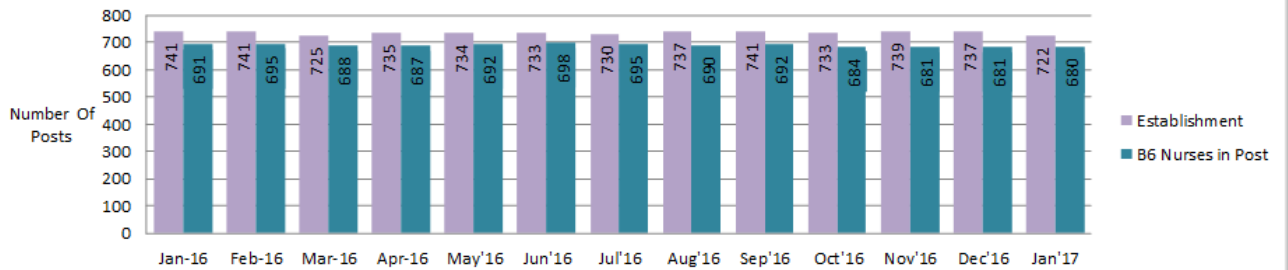
	Total - All Unfilled Posts (Open Vacancies + Pending Starters)						
	Band 5	Band 6	Band 7	Band 8	Unqualified / HCA	Others	Total
Div-1	51.88	26.91	3.30	0.71	24.69	0.76	108.25
Div-2	59.30	11.46	4.16	0.40	23.13	10.99	109.44
Midwives	1.06	-13.27	-0.39	0.00	-4.25	-1.04	-17.89
Community	21.93	2.50	3.40	2.70	5.11	-1.80	33.84
Totals	134.17	27.60	10.47	3.81	48.68	8.91	233.64

There are 176.05 whole time equivalent (WTE) registered nurse vacancies open across the Trust (including those who are starting not yet in post) compared to 205.40 in December 2016. Division 1 now has a higher level of qualified nurse vacancies than Division 2

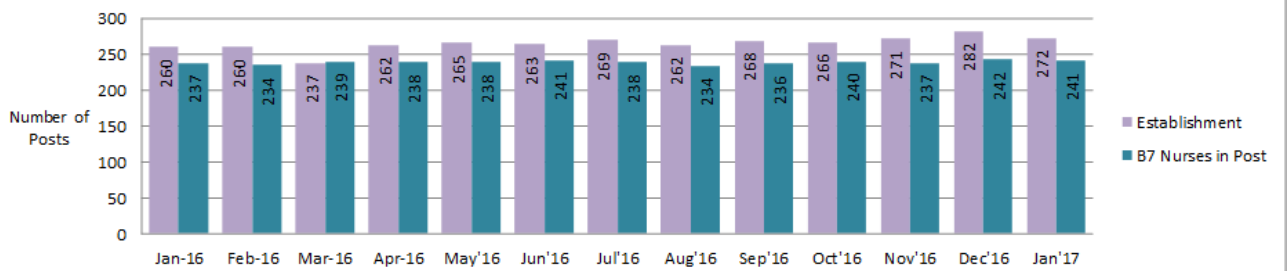
B5 Nurse Posts - Establishment vs Staff in Post (FTE)



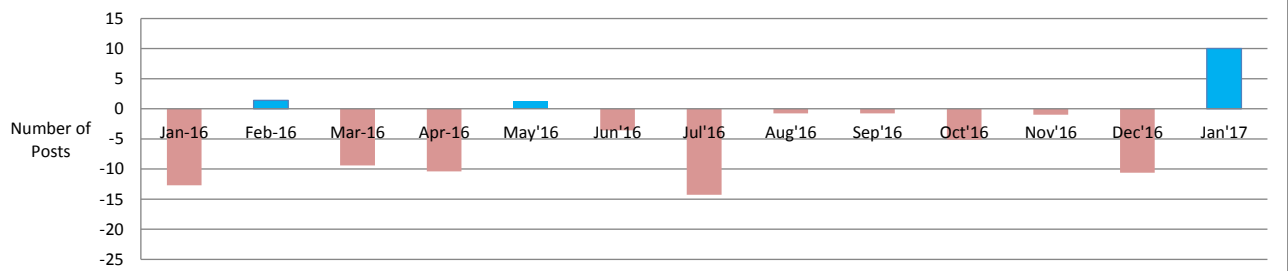
B6 Nurse Posts - Establishment vs Staff in Post (FTE)



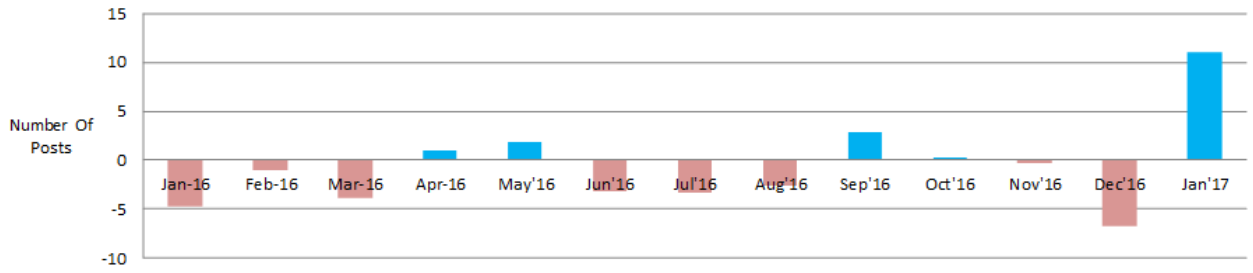
B7 Nurse Posts - Establishment vs Staff in Post (FTE)



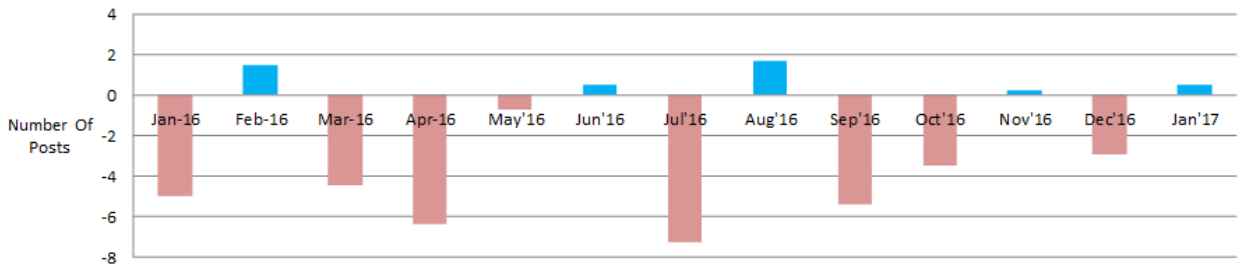
B5, B6 and B7 Starters/Leaver Variance



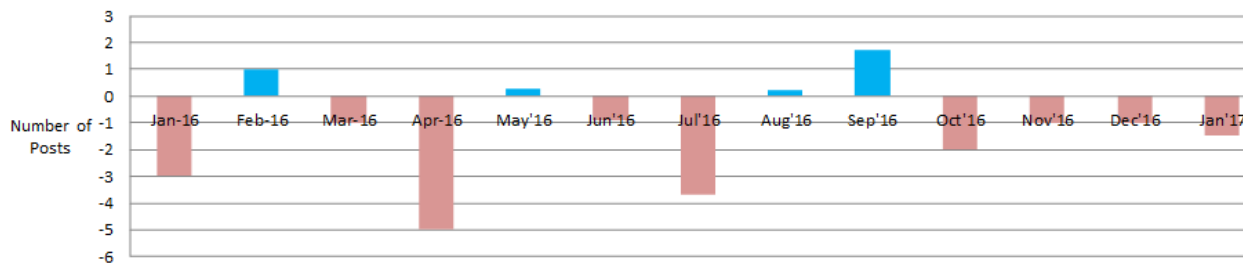
Band 5- Starters/Leaver Variance



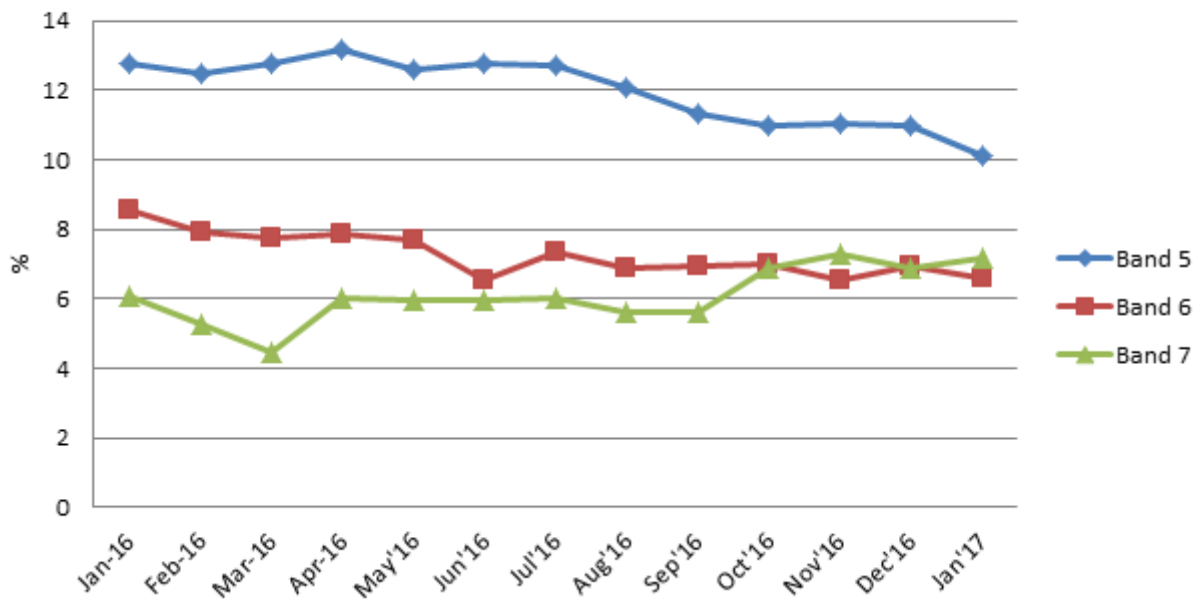
Band 6- Starters/Leaver Variance

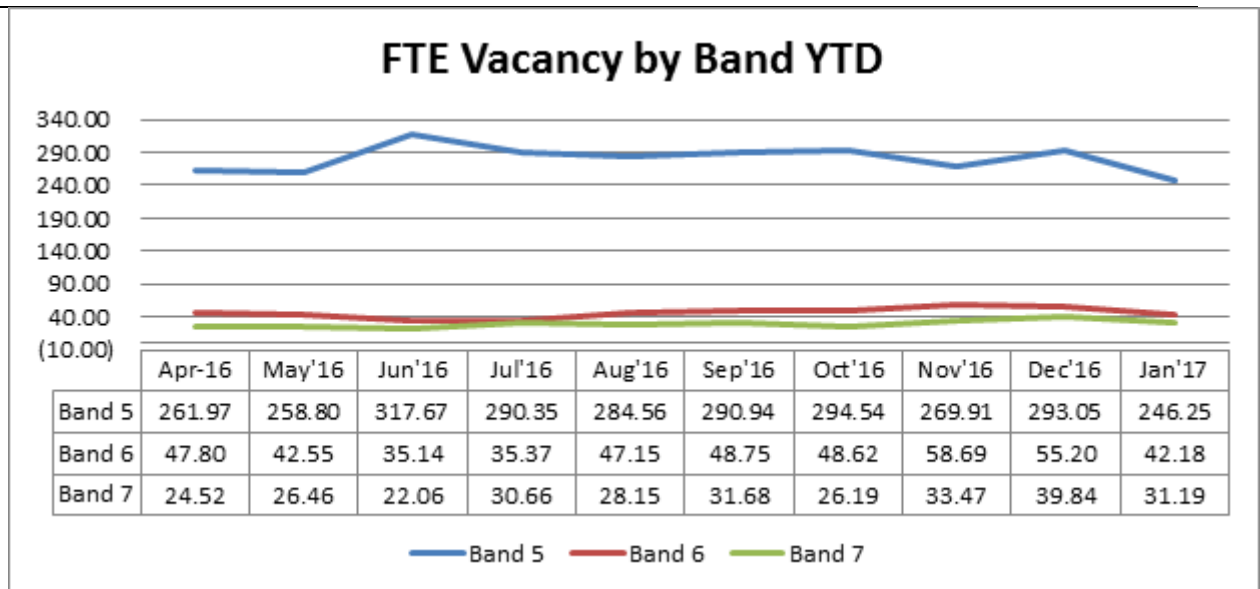


Band 7- Starters/Leaver Variance

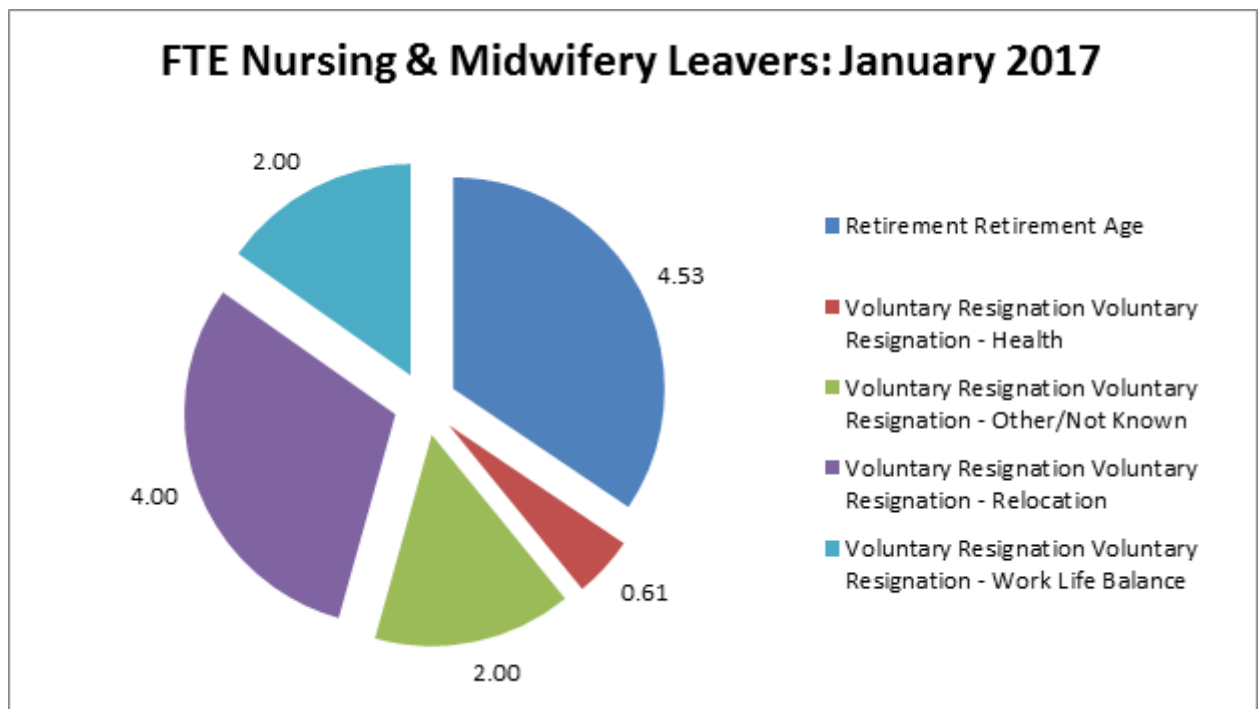


VRT/O %





Nursing and Midwifery Leavers – January 2017



Breakdown of leaver destinations for reference:

HEE	NHS Organisation	Nos
Health Education East Midlands	313 Leicester Partnership NHS Trust	1.00
Health Education North West	451 NHS Stockport CCG	1.00
Health Education West Midlands	231 Birmingham Women's Health Care NHS Trust	1.00
	825 Shropshire Community Health NHS Trust	1.00
	934 NHS Walsall CCG	1.00
Retirement		4.53
No Employment		1.00
Unknown leaver destination		1.61
Non EU destination		1.00
Grand Total		13.14

Proposal from an external provider for on-site eye tests for staff

Company – Hyda &Reed

What they offer	<ul style="list-style-type: none"> • A mobile service for eye care.
Who carries out the eye care?	<ul style="list-style-type: none"> • Fully trained ophthalmologists who comply with DSE guidelines.
Proposal for RWT	<ul style="list-style-type: none"> • Free onsite eye tests for all staff. • Staff will have their eyes tested and a copy of the prescription will be given to them. • If they require glasses they can buy them through the supplier or they can take their prescription elsewhere for their glasses.
How it works	<ul style="list-style-type: none"> • A link for staff to book themselves in for a free eye test will be on the intranet. • Staff can book themselves into an appointment. • Staff will be reminded of their appointment and staff can re-schedule their appointments via the link on the intranet. • They will refer staff on for specialist tests if required (usually all W-ton clients come to RWT).
What they need from RWT	<ul style="list-style-type: none"> • RWT to publicise their service with posters/emails to staff. • RWT to provide on-site space for the vision screening clinics – either 2 parking spaces for the mobile unit or a room in the hospital that they can use.
Glasses	<ul style="list-style-type: none"> • 800-900 different frames • 50% off retail price • Buy 1 get 1 free from £69 price band • Cheapest frame is £25 • Everything is included in the price • 1 Year guarantee • Glasses are delivered to the individual within 5-7 working days
Service benefits	<ul style="list-style-type: none"> • They can stagger the clinics to be available for shift workers (early starts/late finishes) • They are prepared to go to other sites (WPH/CCH). • They can manage up to 125 appointments a week • They usually allow two weeks after carrying out the eye tests for after care (fittings of glasses for staff) • They can return to site every 12-18 months • They can start as soon as we are ready
What it costs the Trust	<ul style="list-style-type: none"> • £0 <p>Some time for promotion and facilities for clinics</p>
Who they work with already	<ul style="list-style-type: none"> • University of Wolverhampton • 56 NHS Trusts across England & Wales • Retailers such as Dunlop, Next, Sony, EE