

Future Fit Workforce Workstream Update

Background

Workforce challenges are a key driver in the Future Fit case for change. This challenge has initially focused on the acute provider: The Shrewsbury and Telford Hospital NHS Trust (SaTH). The Workforce workstream agreed the need to ensure these challenges were understood and addressed, however the scope of workstream felt too narrow. Discussions with a small membership from across the health economy highlighted similar challenges, for example recruiting adult registered nurses. This led to a collective view that membership needed to be widened and the focus broadened.

Membership has been extended across the health and social care economy over the last four months to support a system view of workforce. Whilst a breadth in membership has happened it is yet to reach across the system, it is hoped this will be achieved over forthcoming months.

At this month's meeting achievement of the system view was discussed, members of the workstream agreed this was vital however concerns were raised regarding the scale of this work.

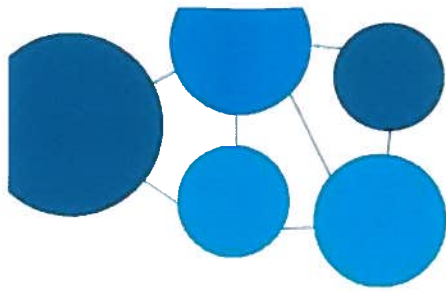
Workforce Challenges

At this month's workforce workstream a view of challenges across the system was presented and agreed to be a fair representation:

Acute Sector

Across the acute workforce a number of staff groups are facing severe challenges leading to workforce and service fragility. Services are being delivered through a heavy reliance on temporary staffing and continued efforts of staff. Looking specifically at the Medical Workforce a number of specialities are unable to recruit the substantive number of consultant and middle grade doctors needed, most notably: Emergency Medicine, Acute Medicine, Critical Care, Gastroenterology and Dermatology. Some specialities have half the substantive workforce required, this leads to onerous on call commitments, a need to work down and reliance on temporary staff. The situation does not support an attractive employment offer; for example on call frequency within SaTH can be as much as five times higher than neighbouring trusts.

It is nationally acknowledged that an under supply in Adult Registered Nurses exists, SaTH has faced continued difficulties to fully recruit to identified staffing levels. Recent efforts to



recruit from overseas have been delayed due to Certificate of Sponsorships. The recent announcement to temporarily add nursing to the shortage occupation list will support better recruitment. However sustainability remains a concern.

In addition to medics and nurses, the Trust has faces difficulties to recruit Bio Medical Scientists (BMS) leaving the service vulnerable particularly when delivering two out of hours rotas.

Specifically at the Royal Shrewsbury site domestic staff are difficult to recruit, this challenge is not seen to same degree at The Princess Royal site, better public transport is highlighted as a key reason.

The Trust has a number of strategies in place to support these challenges including recruitment, workforce transformation and home growing talent.

A full workforce profile will be presented to the Board early in the New Year.

Primary Care

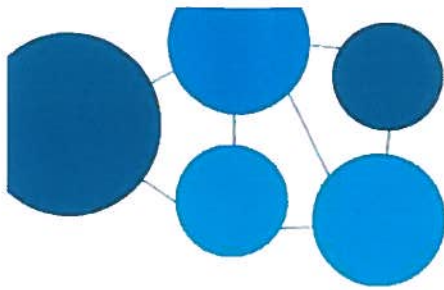
Discussions relating to Primary Care workforce have concluded real challenges in recruiting General Practitioners (GP's. At a national level there is a commitment to train more GP's however this is a longer term solution. Current concerns focus on difficulties to recruit and an ageing workforce. Similarly Practice Nurses carry a substantive vacancy across primary care.

Community Trust

Like the Acute Trust, Community Services face challenges to recruit adult registered nurses, in particular to community hospitals which are further challenged by rural locations. A heavy reliance of agency staff exists, which are often expensive agencies. Psychiatry roles in children's mental health services are identified as difficult to recruit to, with a constant vacancy.

Specialist Hospital

Challenges to recruit and retain Operating Department Practitioners (ODP's) present a persistent vacancy factor. In addition the Trust identifies recruiting operational managers as a real challenge impacting on service delivery.



Mental Health

The Mental Health Trust has identified psychiatry as difficult to recruit to roles and mental health nurses also feature. The Trust covers a wide geographical foot print across the country and for the county.

Local Authority

Across both authorities have difficulties in securing social workers and domiciliary care workers both of whom are critical to support discharge and support people to stay at home.

Conclusion

The Workforce workstream has made progress in terms of a better understanding of the system. However there is still a significant piece of work to further develop a system workforce plan. Membership is yet to cover the whole health and social care system which essential if a system view and plan are to be achieved.

It is important that the workforce challenges facing the acute trust are addressed as Future Fit progresses however when pursuing workforce transformation and ensuring sustainability a system wide strategy and plan are essential.

Funding from the West Midlands Local Education and Training Board has been secured to support this work.