

Workforce Update

Adults Care, Adults Health and Housing Overview & Scrutiny Committee

Date: 28 March 2018

Author:	Director of HR GWHFT and Executive Nurse, Swindon CCG
Wards:	All Wards
Locality Affected:	All Locality Areas
Parishes Affected:	All Parish Areas

1. Purpose and Reasons

This is a joint report to inform the committee of the plans and actions being taken by the CCG and Great Western Hospital Foundation Trust (GWHFT) to address the current workforce issues and challenges and importantly to ensure Swindon is seen as a place of choice to work.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report.
- 2.2 Identify any areas of concern that require further investigation.

3. Detail

- 3.1 Ensuring that the NHS has the workforce it needs with the right skills and support is fundamental to an effective and sustainable health care system. It is recognised that we have workforce challenges across the system and currently there lacks a coherent and comprehensive workforce strategy but this is now being addressed at a national and STP level.
- 3.2 Despite a growing workforce, NHS staff are under real pressure. The number and complexity of the patients cared for continues to increase. Some geographies and types of job are hard to recruit to. Further challenge arises from ongoing pay restraint and uncertainty for our international staff.
- 3.3 Swindon CCG and GWHFT are members of the Local Workforce Advisory Board, a subcommittee of the BSW STP. The purpose of the Board is to provide a strategic workforce solution for the STP current and future workforce challenges. Action will be taken locally to ensure we have:
 - Availability of workforce intelligence
 - A supply pipe line for the identified future workforce
 - Workforce development and transformation enablers
 - Quality built into education and training provision

Workforce Update

Adults Care, Adults Health and Housing

Overview & Scrutiny Committee

Date: 28 March 2018

- Leadership and organisational development that is embedded across the STP

The CCG and GWHFT have a Swindon workforce group to ensure all the above are addressed locally. In addition, we are working with other public and private organisations to explore how we may jointly recruit, and how by working together the Swindon offer could entice staff to work in Swindon and feel it offers great potential for their careers and professional development.

Below, provides detail for how we are supporting and addressing workforce challenges in Primary Care and in the Acute and Community Care.

4. Primary Care Workforce

- 4.1 In Swindon there are 233,375 patients registered across 24 GP practices. List sizes range from 2,300 to 17,000, but recently there has been a number of practice mergers and groups of practices coming together to share resources. Swindon has recently seen the formation of a federation, a super partnership and alignment with IHM, changing the landscape in Swindon and offering scope for a change in utilisation of workforce.

Swindon is also an area of high population growth highlighted in the 2015/16 JSNA. The summary states that Swindon Borough Council estimates that Swindon's population could increase by 14% from 2011 to 2021, and a further 10% from 2021 to 2031. Figures from mid-2014 for Swindon show that there were 48,604 under 18s (22.5%); 134,958 aged between 18 and 64 (62.5%) and 32,237 aged 65 or older (14.9%)

- 4.2 Improvements are being made in relation to the data collection of the Primary Care workforce. In the past data was a requested requirement from Health Education England (HEE) on practices but during the last year this has been made a mandatory return. Data is now supplied on the Primary Care workforce every 6/12 in March and September.
- 4.3 Swindon has a relatively high dependency on GP locums in relation to other comparative areas. Swindon has experienced difficulty in retaining and then recruiting GP provision into the area for several years, and SCCG has been working towards alternative solutions and differing care models to enhance sustainable general practice in the future.
- 4.4 **GP International Recruitment** - Working with Gloucestershire, Banes and Wiltshire, Swindon has been successful in bidding to be part of this national initiative and has made a request for 10 GP's in 2018 and another 10 in 2019 for the Swindon patch. All recruitment and training is managed by HEE, but the

Workforce Update

Adults Care, Adults Health and Housing

Overview & Scrutiny Committee

Date: 28 March 2018

local welcome, and induction to the area will be undertaken by the recruiting practices.

- 4.5 **GP portfolio careers** – SCCG working with the Swindon Clinical Education Provider Network (CEPN) and GWH are looking at options to enable GP's to enjoy flexible, and variable job roles by enabling them to work across multiple organisations and within multiple roles. Examples of career roles are part time in GP practice and part time Safeguarding Lead for Primary Care; working across several practices, right up to holding 5 roles on a day per week basis sometimes linking this with an educational element to the role. We are also sighted on project work across pan STP's looking at models for GP's to also work within Urgent Care Centres, or in the acute setting or indeed both. These national project outputs expected this summer will give us sample job descriptions, competency frameworks, detail on legislation / regulation issues, and research on what type of offers appeal to this staffing group.
- 4.6 **Swindon Blended Job Plan with HEE funded educational sessions** - In order to enhance recruitment of GPs in the Swindon area, Health Education England (HEE) have confirmed additional funding of 4 sessions for 12 months to provide a portfolio job plan with educational sessions for 2 doctors. This will commence from March 2018.
- 4.7 **Clinical Fellowships** - The CCG is sponsoring 2 x part time Clinical Fellows posts. These roles provide research based evidence in relation to change projects, but also offer to the post holder an enhanced career option.
- 4.8 **GP Supporters Programme** – this programme recognised the difficult situation in Primary Care and is available via the Wessex Local Medical Committee for all practices in need of help and guidance. All Swindon practices are eligible for this provision.
- 4.9 **Alternative Clinical Staffing Models** – There are a number of initiatives in place in Swindon to support the development of alternative models of care and delivery by alternative staffing groups as follows: -
- 4.10 Swindon now have a paramedic recruited to a GP practice and the CCG are working with the Clinical Education Provider Network (CEPN) and HEE to increase the potential for paramedic placements, and future roles in Primary Care. Of particular interest is a rotational paramedic post where roles can be between the ambulance service and primary care or an urgent care centre. This approach reduces the risk of destabilising the ambulance service as well as enabling practitioners to become more highly skilled.
- 4.11 4 of the Swindon practices have now recruited Pharmacists. Clinical Pharmacists is an area Swindon is developing through supporting students to

Workforce Update

Adults Care, Adults Health and Housing

Overview & Scrutiny Committee

Date: 28 March 2018

become future workforce, potentially reducing demand on GP time and increasing the capability and capacity of the pharmacy workforce.

- 4.12 SCCG are actively aiding practice nurses to upskill, and work towards advanced practitioner status. We have managed Health Education England (HEE) provision to achieve 100% take up of CPD courses in long term conditions which enables practices to establish nurse lead clinics, and also to utilise more non-medical prescribing.
- 4.13 The Swindon GP Education provision in Swindon is based in the Academy at GWH. They work to offer the best educational experience in Swindon as possible via GP placements to try and encourage qualified GP's to consider Swindon as a place of choice to work.
- 4.14 Through the Educational Facilitator role assigned to Swindon, we are planning to encourage more primary care nurse placements to be made available in Swindon, and also work with the University providers to encourage pre-reg students to consider moving straight into primary care as a first destination post qualifying. Many areas are doing the same re this and there is a lot of positive marketing already available to support this.
- 4.15 Working with others, the Swindon Area Primary Care Network in collaboration with the Swindon Education Trust are advertising on a continual basis for GP's looking for work and practices advertising vacancies.
- 4.16 All of the above projects are hoped will have a positive effect on the workload issues for GP's within practices and aid GP retention. However, these are regional and national initiatives being undertaken by many others in the service so we can't be complacent about this issue. There are still other factors in relation to attracting people to come to live and work in Swindon that need more exploration.

5. **Recruitment of Healthcare Professionals- GWHFT**

5.1 **Background**

There is a global shortage of healthcare workers driving a gap between available workers and increasing demand as patients are getting older, long term conditions are growing sharply and the population is increasing. This shortage is reflected in our vacancy position which currently stands at 360 vacancies (8.31%) of our total workforce. This includes gaps of 126 newly qualified nurses, 25 consultants, 25 junior doctors in training, 10 radiographers, 10 pharmacists, 2 podiatrists and 7 specialist lab staff amongst other roles. Nationally the nursing shortfall is 8.9% (36,000 vacancies) and it is predicted to rise to 11.4% by 2020.

Workforce Update

Adults Care, Adults Health and Housing

Overview & Scrutiny Committee

Date: 28 March 2018

The market is therefore very competitive for healthcare workers and the Trust competes with other hospitals, private healthcare organisations, GP practices, agencies and the attraction of working overseas.

5.2 Why is there a shortage?

The NHS does not train enough healthcare professionals to be self-sufficient as decisions in the past have been made on affordability rather than demand and demographic data. The NHS therefore relies on EU and international staff (13%) to ensure safe staffing levels. However, BREXIT has been an unwelcome uncertainty, tougher language tests have been set for EU nurses since 1/4/16 and an Immigration charge of £1,000 has been levied since April 16 for every non-EU health professional the NHS recruits every year.

In terms of workforce planning, the NHS workforce is also ageing and 19% of our workforce are over 55 and a % could potentially take early retirement.

Students' training to be health professionals used to receive a bursary but the model changed in 2017 and there was a reduction in applications (23%) for places in nurse training. The most significant reduction was in the mature student category and this has affected us locally in Swindon.

5.3 What is the impact of the shortages

The staffing shortages mean that most teams, ward and services are short of staff. This puts pressure on existing individuals and teams as demands continue to rise. Most gaps on rosters are filled with temporary staff both from our internal bank and external agencies. The latter can be really expensive and the Trust has spent £11.2m on agency staff over the last year to ensure that there are enough staff. This has been one of the key drivers behind our deficit position. There are not enough temporary workers to fill vacant slots so a number of shifts remain unfilled. We also pay incentives so staff will work additional shifts and pay recruitment and retention premia of £2,000 for hard to recruit areas.

Great Western Hospitals NHS Foundation Trust staff are amazing and staff go above and beyond every day to meet patients' needs. We are very proud of our leaders and teams who work incredibly hard in these difficult times and we are working hard to support staff in different ways. However, the on-going and persistent pressure takes its toll and the main reason for, staff sickness is now stress and anxiety.

5.4 What action are we taking to reduce our vacancies?

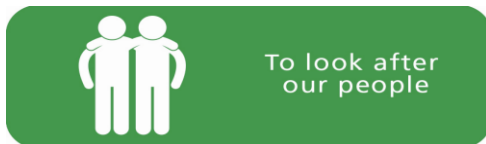
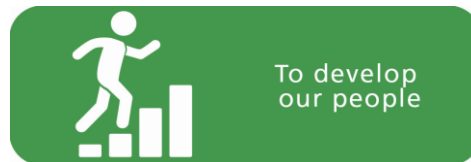
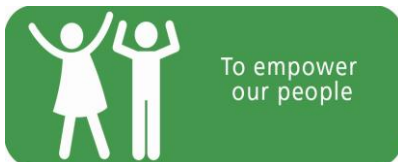
We recognise the importance of being a good employer and have been implementing our People Strategy since 2014. This strategy makes six

Workforce Update

Adults Care, Adults Health and Housing Overview & Scrutiny Committee

Date: 28 March 2018

commitments to our staff so that we can continue to improve their experience at work. What we are striving to achieve is engaged staff who have the right skills, who have been developed and feel they can have a career with us, we recognise that they will deliver improving standards of care as they will be involved in the design of great care.



We are an organisational ambassador for the 'Switch on to Swindon' **campaign** and contribute to the Skills and Employment Board to link in with other work locally to position Swindon as a destination for high calibre professionals.

We re-launched our recruitment strategy in April 2017 and have used our staff stories as our unique selling point to attract people to Swindon and to encourage local people into the hospital and community services. You will have seen our campaign on buses, billboards and heard our adverts on local radio. The campaign has been really successful and has generated an average of 292 hits on our 'Work for Us' section of our website and our level of vacancies has reduced since April 2017.



Workforce Update

Adults Care, Adults Health and Housing Overview & Scrutiny Committee

Date: 28 March 2018

"I always wanted to be a nurse," said 23-year-old Oxford Brookes University student Grace Brown.

Along with friend Ellie Spanton, the pair are just two of more than 100 students from the Swindon-based University who are currently working with staff and patients at the Great Western Hospital to gain the skills and experience needed to gain full nursing registration.

"I live in Swindon, so being able to do my on-the-ward training at GWH is perfect as it means I don't have to travel far and can do all my studying while living at home," said Grace. Ellie agreed: "This is my local hospital, it's right on my doorstep and I don't have to bother with complicated travel arrangements. With everything else going on in my studies, it's one less thing to worry about."

Currently, more than 80 per cent of graduating nurses from Oxford Brookes will start their NHS career on the wards at GWH. "Every ward I've worked on has been so welcoming and the support I've received from staff has been invaluable. I can't wait to come back when I'm fully qualified," said Grace.

We have also surveyed our staff to understand what would make a difference to keep them in our organisation and as a result have further developed our offer of continuous professional development. We also prepare people for promotion by providing them with traineeship programmes and secondment opportunities to keep their career fresh.

We have recruited from EU countries (46 staff over the last 2 years) but 50% have returned or left the organisation. We continue to recruit from India and the Philippines as they train high calibre nurses who want to work in the UK. The majority of local people in Swindon are very kind to our overseas staff. Swindon has a long history of recruiting from the Philippines and some of the staff from the 2008 trip remain in post.

We have worked with the military and military spouse's network to encourage ex-military staff into the NHS.

We continue to work very closely with University of Bristol and Oxford for medical students and Oxford Brookes in Swindon for nursing students and other Universities. We also have very close working relationships with Swindon College for apprenticeships and New College for BTEC health and social care

Workforce Update

Adults Care, Adults Health and Housing

Overview & Scrutiny Committee

Date: 28 March 2018

students. We have been growing our apprentices and are now delighted to have 82 across our services.

We took over responsibility for Swindon Community Health Services in October 2016 with a high level of vacancies. We have increased the skill level and number of qualified staff in community services and in SWICC in order to improve services. This investment led to a high vacancy rate during 17/18 but we have been recruiting steadily to posts across community services and anticipate an improving position.

5.5. What further action are we planning during 18/19

We will continue to attract people to work for GWH and our community services and to Swindon. We will exploit Swindon's unique selling points and encourage people to move to Swindon as well as working with schools to attract local people into careers in health through the Skills and Employment Board.

We will also support the work programme to increase the level of education attainment so that we can offer more local people jobs and careers in health. We also recognise the importance of local people choosing a second career in health as they retrain to care for others.

6.6. Conclusion

High levels of vacancies will continue over the next few years across our services and remain our significant strategic challenge as we strive to deliver high quality services to the people of Swindon and surrounding areas. Our focus needs to remain on both recruitment and retention so that we have safe staffing levels.

7. Alternative Options

7.1 None

8. Implications, Diversity Impact Assessment and Risk Management

8.1 Legal and Human Rights Implications

N/A

8.2 All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

N/A

Workforce Update

Adults Care, Adults Health and Housing Overview & Scrutiny Committee

Date: 28 March 2018

9. Diversity Impact Assessment

9.1 A DIA has not been completed for the purpose of this update

9.2 Risk Management

N/A

10. Consultees

The Director of Finance (Section 151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

Workforce Update

Adults Care, Adults Health and Housing
Overview & Scrutiny Committee

Date: 28 March 2018

11. Background Papers

11.1 Please find the following supporting information.



The Swindon Area Primary Care Network

In collaboration with Swindon Education

Are you a GP looking for work?
Does your Practice have vacancies to fill?
Then the Swindon Area Primary Care Network is for you
<https://sapcn.primarycareexchange.com>



GP looking for locum, salaried or partnership opportunities

- Rapidly locate vacancies that precisely match what you are looking for
- Get filtered vacancies sent to you directly
- Build your profile so Practices can contact you with new vacancies
- Be part of a dynamic professional network in and around the Swindon area
- Sign up for just £6 per month with no obligation and get connected today!

Practices looking for staff

- A local focus that connects you with suitable applicants in Swindon, Cirencester and parts of Wiltshire
- Efficient web tools to save you time posting multiple vacancies
- Automatically identify who is available for your short- or long-term vacancies
- Internal messaging system for fast, confidential communication and urgent recruitment
- For just £1 per 1000 patients covered, sign up now and start saving money on agency fees



Connecting clinical professionals to high quality job opportunities and