GM JOINT HEALTH SCRUTINY COMMITTEE

Workforce

10 January 2018

Andrew Foster
Chair of GM Strategic Workforce Board
Chief Executive at Wrightington, Wigan & Leigh NHS FT

&

Janet Wilkinson
Director of Workforce
Greater Manchester Health and Social Care Partnership
The current picture shows national workforce shortages in Health and Social Care. Examples include:

- The Office for National Statistics reported in Feb 2017 that 117,000 job vacancies in Health and Social Care were advertised for the 3 months to January 2017 – 15% of all job vacancies in the UK.
- Skills for Care, 2016, reported 90,000 vacancies for social care. Social worker vacancy rates stood at 11% for 2016.
- Nursing shortages are also high. The Royal College of Nursing states that there are 24,000 nursing vacancies (Health and Social Care) with 11.1% of nursing posts unfilled.
- The Royal College of Midwives highlights a shortage of 3,500 midwives.

National shortages list includes:
- clinical neurophysiologists
- consultants in emergency medicine, haematology and old age psychiatry
- medical radiographers
- anaesthetists;
- specialist nurses working in neonatal intensive care units
- social workers working in children’s and family services; specialists in paediatrics
- midwifery and nurses – in particular within the independent care homes sector.

Agency staff cost the NHS £3.8 billion in 2016, and in Social Care, 10% of staff are not permanent (according to The Health Foundation).
Key workforce gaps - locally

• GM has similar workforce challenges to the UK as a whole, but has a clear view on where those challenges are

• Forecasting suggests the GM HSC sector needs about 17,000 people a year largely driven by ‘replacement’ of staff rather than ‘expansion’ of the sector.
  - Manchester and Salford are predicted to need the highest numbers of workers over the next two decades, while the requirement will be smallest in Trafford and Rochdale, roughly in line with the current distribution of H&SC workers in GM.

• Specific current and predicted future workforce shortages/ gaps highlighted in the H&SC Labour Market Intelligence report are:
  - Nursing and midwifery (about 1,200 are needed each year in GM)
  - Some areas of medical practice e.g. middle grade consultants to work in areas of greatest demand (about 300 doctors needed)
  - radiology and radiography
  - social care (about 8,500 a year—about 2,000 managers and about 6,500 care staff; turnover rates of 31% and vacancy rates of 5.4%) and social workers
  - Mental Health staff
Key workforce risks & how we are addressing them

Workforce gaps not addressed
Increasing demand
Limited formal succession planning
Ageing workforce
BREXIT
Workforce does not reflect the population we serve
High demand for and cost of temporary staff
In medicine and dentistry, GM retains only about 35% of the graduates who study at GM based HEIs
Significant unpaid workforce of volunteers and carers who also need to be considered

Development of new roles e.g. Nursing Associates, Physician Associates
Support of new medical school
Production of solutions based reports on hard to fill roles
Support localities with workforce planning
GM International - build GM as a centre of excellence for international professionals
Launch of workforce futures centre - online gateway to unify resources to support personal development and workforce planning
Grow Our Own initiatives: introduction of integrated h&sc careers hub; apprenticeships
Development of leadership programmes
Benefits programme implementation
Launch of GM Health & Care Champions Awards ceremony
Development of GM “deal” for nurses and launch of GM advertising campaign
Launch of carers and volunteers development framework
Further analysis required

- We will continue to gather data by Trust to monitor the possible workforce implications of Brexit via a number of data sources but the impact is as yet unclear.

- More time is needed to assess if there are similar challenges for the primary care workforce. A primary care workforce lead will recruited early 2018 to look at this.

- We are establishing the nursing pipeline - students intake, attrition, nursing churn, newly qualified
Providers asked to:

1. Update their workforce position as at July 2017
   - Workforce numbers – consultants and middle grades
   - Current vacancy levels
   - Posts in active recruitment
   - Planning for Winter Pressure

2. Provide a summary of their workforce plans taken from their Local UEC Delivery Plan
<table>
<thead>
<tr>
<th>Consultant Analysis</th>
<th>GM Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff in Post WTE</td>
<td></td>
</tr>
<tr>
<td>Substantive posts</td>
<td>56.90</td>
</tr>
<tr>
<td>Locum posts</td>
<td>12.00</td>
</tr>
<tr>
<td>2. Budgeted Establishment WTE</td>
<td>76.10</td>
</tr>
<tr>
<td>3. Number of Vacancies WTE</td>
<td>6.20</td>
</tr>
<tr>
<td>4. Vacancy Rate %</td>
<td>8.1%</td>
</tr>
<tr>
<td>5. Agency WTE</td>
<td>3.36</td>
</tr>
<tr>
<td>6. Bank WTE</td>
<td>10.09</td>
</tr>
<tr>
<td>7. Unfilled Sessions</td>
<td>0.00</td>
</tr>
</tbody>
</table>
### Middle Grade Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>GM Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff in Post WTE</td>
<td></td>
</tr>
<tr>
<td>Substantive posts</td>
<td>75.23</td>
</tr>
<tr>
<td>Locum posts</td>
<td>0.00</td>
</tr>
<tr>
<td>2. Budgeted Establishment WTE</td>
<td>102.51</td>
</tr>
<tr>
<td>3. Number of Vacancies WTE</td>
<td>24.48</td>
</tr>
<tr>
<td>4. Vacancy Rate %</td>
<td>23.88%</td>
</tr>
<tr>
<td>5. Agency WTE</td>
<td>17.86</td>
</tr>
<tr>
<td>6. Bank WTE</td>
<td>90.00</td>
</tr>
</tbody>
</table>
Greater Manchester is taking action

• **Key priorities:**

1. Review current Local UEC delivery plans to ensure workforce challenges have been identified and proposals have been developed to resolve identified challenges.

2. Review of agency and locum use across GM and development of a consistent approach.

3. Review approaches to workforce planning, recruitment and deployment across GM.

4. Review workforce against best practice.

5. Promote wider ambitions to develop more career pathway opportunities and innovative working.

6. Embed the current proof of concept/analytical tool for workforce into operational and commissioning activities.
Overseas Doctors

- Learn, Earn and Return; trainees pay £35,000 for the course
- Full time middle grades; ST 3/4 in year 1; ST 4/5 in year 2
- Saturday training Edge Hill and Wrightington
- Very low attrition rate through concentration on pastoral care
- A solution to the growing Middle Grade Gap
- 14 years as a worthy but small project; intake of 20 pa;
  - 2016 intake 38
  - 2017 intake 58
- 2018 offers made 300; expected intake 125