

Board of Directors Meeting in Public

Subject:	Medical Workforce Update	Date:	2 nd May 2024		
Prepared By:	Rebecca Freeman – Head of Medical Workforce				
Approved By:	David Selwyn – Medical Director				
Presented By:	David Selwyn – Medical Director				
Purpose					
The purpose of this report is to provide the Board of Directors with an update on progress of Medical Workforce Initiatives				Approval	
				Assurance	X
				Update	
				Consider	
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
X	X		X		
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				X
PR3	Critical shortage of workforce capacity and capability				X
PR4	Failure to achieve the Trust’s financial strategy				X
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust’s impact on climate change				
Committees/groups where this item has been presented before					
The People Committee					
Acronyms					
ARCP – Annual Review of Competency Progression BMA – British Medical Association SAS – Specialty Doctor and Associate Specialist/Specialist CESR – Certificate of Eligibility of Specialist Registration NETS – National Education and Training Survey ED – Emergency Department EAU – Emergency Assessment Unit					
Executive Summary					
The Board of Directors is asked to note the updates provided in this paper, specifically around;					
<ul style="list-style-type: none"> - the progress with job planning, statutory appraisal and revalidation - the progress being made to recruit to the vacancies and the support that is being provided by Remedium Partners - the challenges that have been experienced as a resultant of BMA Industrial Action 					

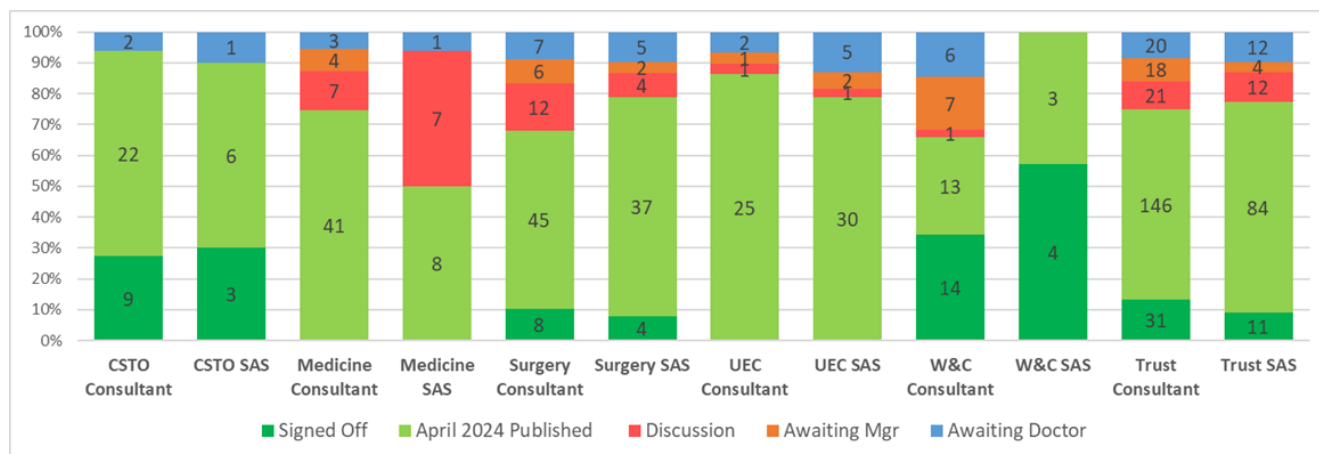
- the increase in the medical workforce numbers and the composition of our medical workforce
- The summary of the educational feedback NETS and GMC Surveys
- the implementation of revised bank rates for Specialty Doctors, Trainees, Senior Clinical Fellows and Clinical Fellows
- The delay in the doctor's mess re-location project

Looking after our People

Job Planning

As the job planning round for 2023/24 ends, with 55 job plans awaiting full sign off from April 2023, the job planning round for 2024/25 is now underway. There are a small number of services that continue to require further support to obtain full sign-off for the job plans. In particular, those that have had a large number of in year changes, with 37 still going through the sign off process.

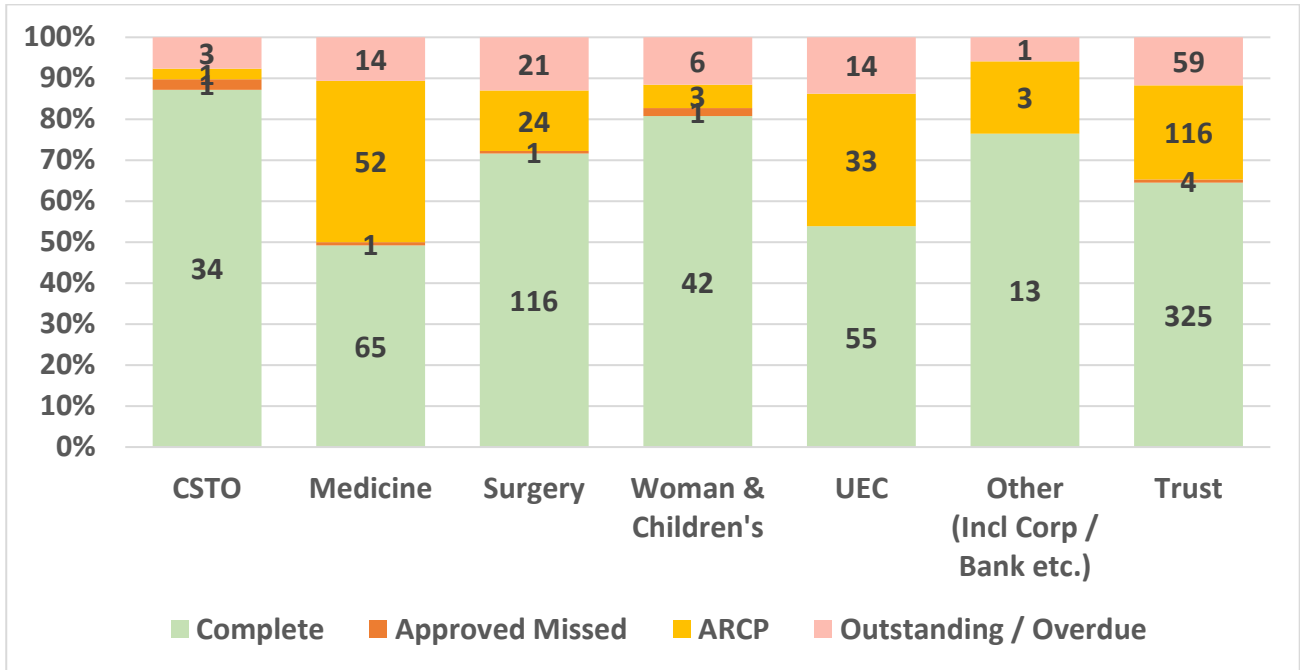
Some Divisional Job Planning Panels for 2024/25 round have already been held, and agreed sign off for some areas, with more Panels to take place in the coming weeks. The current position for April 2024 can be seen below.



Appraisal

As we move into Spring, the required numbers of appraisals due to be completed each month increases, in March in particular. So, the compliance rate for appraisal completion has held steady at 87% for a few months, this increased requirement may result in a slight decline in April. Industrial action has impacted on the completion rates throughout Winter, as we would have normally seen an upturn in February, which did not occur.

The Trust currently has 25 appraisers undertaking appraisals; however, this number will increase as 8 individuals attended an Appraiser training session and they will start to appraise colleagues from 1st April 2024, which will increase the capacity and is also likely to improve the compliance rate.

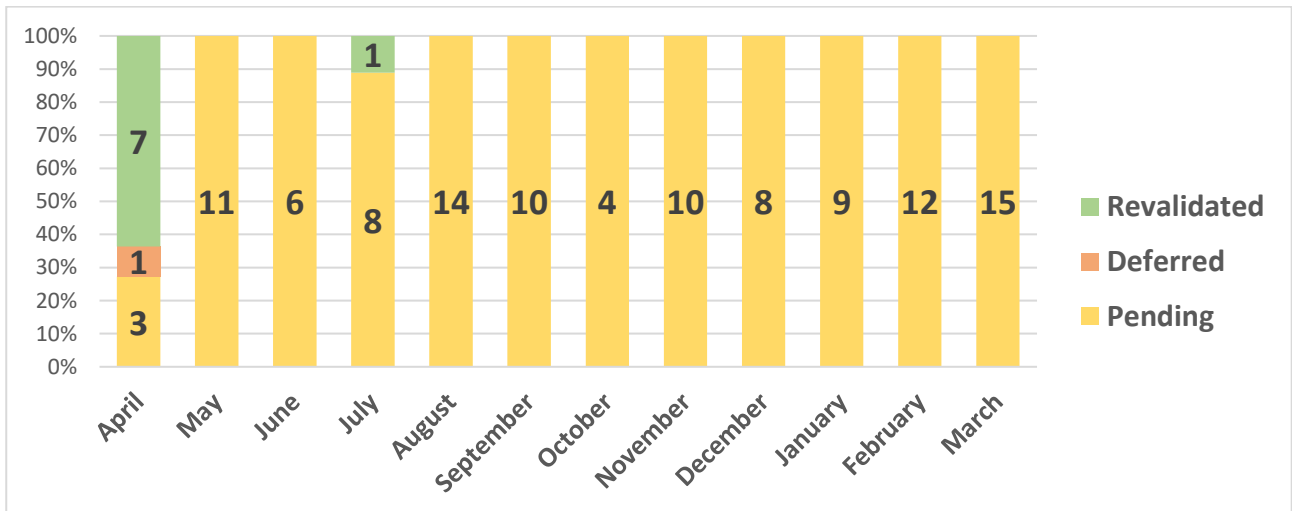


GMC Revalidation

63 doctors were due to revalidate between April 2023 and March 2024. Of those, 12 doctors have been deferred. This is due to several reasons, including not having patient feedback outputs and extended periods of leave such as maternity leave and/or sickness. All others have been revalidated.

Between April 2024 and March 2025 there are 120 doctors that are due to revalidate. 8 of which have been revalidated.

2024/25 Revalidation Tracker



BMA Industrial Action

There have been over 12 months of BMA Industrial Action. This included 10 junior doctor strikes, unprecedented joint consultant and junior doctor strikes and a 6 day strike recognised as the longest strike in NHS history.

The most recent were periods of industrial action taken by the Junior Doctors with two periods of industrial action over the Christmas period, those being from 7am on 20th December 2023 until 7am

on 23rd December 2023 and from 7am on 3rd January 2024 until 7am on Tuesday 9th January 2024. A further period of industrial action took place from 7am on 24th February 2024 until 11.59pm on Wednesday 28th February 2024.

There were no picket lines at the Trust during these periods of industrial action.

The Trust has continued to support with a well-being offer including tea, coffee, cold drinks and snacks in the Deli Marche at the Kings Mill Site and refreshments have also been made available at both Newark and Mansfield Community Hospitals.

The mandate for strike action has now expired and the junior doctors held another ballot from 7th February until 20th March 2024. 98% of those that voted were in favour of extending their mandate for industrial action over pay for another six months. We have no further updates currently on planned Junior Doctor Industrial Action.

A pay deal has been offered to both the SAS doctors and the Consultants, however, after initially rejecting the deal, Consultants have now accepted a revised deal. However, talks are continuing with SAS doctors.

The duration and frequency of strike action being taken has had a considerable impact on both staff and patients. Strike fatigue has been described by a number of those affected by the strike action. The work that is involved in the preparation and the management of each strike is considerable and has had an impact on the timely delivery of other planned projects/tasks.

There are also concerns about the impact that strike action is having on junior doctor training. Following direction of the Board, I have asked our local NHSE (Education) Postgraduate Dean for any assurance around training outcomes but this is not currently captured nor available. Subsequently, I have asked NHSE Director of Education and Training, Professor Sheona MacLeod if this data is being collated or captured by NHSE.

Clinical Fellows

It has been agreed to over recruit Clinical Fellows in Medicine again for August 2024. This recruitment has commenced, interviews have taken place and offers made to the doctors for August. As in previous years, this will enable the training posts that have not been filled by trainees to be filled by Clinical Fellows. In addition, there will be Clinical Fellows available to provide additional cover over the winter period.

This process is also being considered in some areas in Surgery, Anaesthetics and Critical Care where there is a pattern of posts not being filled by trainees.

Foundation Training Programme Expansion

The Trust has been invited to bid for additional Foundation Training Programme posts, the posts will have almost 50% of the basic salary funded by NHSE. A paper has been produced for the Trust Management Team to consider a bid of 12 Foundation Year 1 doctors in August 2024. Although having these doctors will be a cost pressure in 2024/25, in 2025, the 12 Foundation Level 2 doctors would potentially reduce the number of Clinical Fellows, therefore recovering the majority of the cost incurred in 2024/25. Further discussions around this proposal are currently occurring.

Medical Workforce Data

The figures below show the increase in the Medical Workforce since September 2017 when the Medical Workforce team was established. Since 2017 this Workforce has increased by 37%.

September 2017

448 Total

- 174 Consultant (including Locum)
- 11 Associate Specialists
- 49 Specialty Doctors
- 35 Clinical Fellows
- 174 Doctors in Training

April 2024

723 Total

- 237 Consultants (including Locum)
- 19 Associate Specialists / Specialists
- 104 Specialty Doctors
- 120 Clinical Fellows
- 243 Doctors in Training

Belonging in the NHS

Doctors Mess

Work to relocate the Doctors mess from its current location to the Deli Marche has unfortunately been delayed the most recent quotation for the works was a much higher cost than expected and as a result this has been scrutinised. The project is going ahead, and we are currently awaiting confirmation of a start date.

Medical Workforce Data

The Chart below shows the doctors that are employed by the Trust by contract type and gender split by full time/part time. There are currently 723 doctors employed by the Trust, this figure excludes doctors on the Trust bank. The majority 581 (80%) work full-time and 142 (20%) work part-time.

Medical Workforce

	Fixed Term Temp	Locum	Permanent	Grand Total
Female	202	2	112	316
Full Time	158	2	73	233
Part Time	44		39	83
Male	199	17	191	407
Full Time	178	13	157	348
Part Time	21	4	34	59
Grand Total	401	19	303	723

Consultants

The chart below concentrates on the Consultant workforce. It shows the age profile of the consultant body and as can be seen below 63 (27%) of consultants are 56 years of age and above. This group of doctors represents over a quarter of our consultant workforce therefore our very experienced doctors are likely to be considering retirement within the next few years and work is being undertaken to develop workforce plans in the specific areas that this is likely to affect.

	Fixed Term Temp	Locum	Permanent	Grand Total
31-35			1	1

36-40	6	3	24	33
41-45	5	4	40	49
46-50	6	5	39	50
51-55	4	2	32	38
56-60	3	2	32	37
61-65	4	2	12	18
66-70	2		6	8
>=71 Years			3	3

The chart below shows that we currently have 237 consultants employed by the Trust, 74 are female and 163 male, the chart also shows the full-time and part time split by gender and contract type. This also shows us that 73% of our consultant body work on a full-time basis.

	Fixed Term Temp	Locum	Permanent	Grand Total
Female	6	2	66	74
Full Time	5	2	40	47
Part Time	1		26	27
Male	24	16	123	163
Full Time	19	13	94	126
Part Time	5	3	29	37
Grand Total	30	18	189	237

SAS Workforce

The charts below concentrate on the SAS workforce. It shows the age profile of the SAS doctors and as can be seen below 21 (17%) of consultants are 56 years of age and above.

	Fixed Term Temp	Locum	Permanent	Grand Total
26-30	1			1
31-35			14	14
36-40	5		31	36
41-45	2		23	25
46-50	1		16	17
51-55			9	9
56-60			12	12
61-65	1	1	4	6
66-70			2	2
>=71 Years			1	1

The chart below shows that we currently have 124 SAS doctors employed by the Trust, 49 are female and 75 male, the chart also shows the full-time and part time split by gender and contract type. This also shows us that 84% of our SAS workforce work on a full-time basis.

	Fixed Term Temp	Locum	Permanent	Grand Total
Female	3		45	48
Full Time	3		33	36
Part Time			12	12
Male	7	1	67	75
Full Time	6		62	68
Part Time	1	1	5	7
Grand Total	10	1	112	123

Doctors in Training

The chart below shows that we currently have 243 Doctors in Training employed by the Trust, 146 are female and 97 male, the chart also shows the full-time and part time split by gender and contract type. This also shows us that 79% of our Doctors in Training work on a full-time basis.

	Total
Female	146
Full Time	109
Part Time	37
Male	97
Full Time	84
Part Time	13
Grand Total	243

Meetings with SAS Doctors

Individual meetings are currently taking place with Specialty Doctors, Associate Specialists and Specialists. These groups of doctors make up a key part of the medical workforce at Sherwood Forest Hospitals and following SAS week in October, a commitment was made to have quarterly meetings with them, in addition to meet with the doctors on an individual basis. The purpose of the individual meetings is to discuss their roles, the support available for them and to understand their career aims and understand their plans in place to realise these aims. This in turn enables the Trust to understand the numbers of SAS doctors that are currently working on the portfolio pathway/CESR with the aim of becoming a substantive consultant in the future, the likely completion of that programme and whether any support is needed to help the doctors achieve their aims.

These meetings are still ongoing and on initial verbal feedback, the doctors are finding the meetings extremely useful. A survey will be undertaken when the meetings have been concluded and the results included in the next medical workforce update. Those planning on, or already in the process of working on the portfolio pathway/CESR will be our core members of the Senior Medical Workforce of the future, and this rich data will inform our workforce planning model.

Doctors in Training Surveys

Both the GMC and the NETS (National Education and Training Survey) surveys have recently been undertaken by the Trainees. Following the GMC survey, 4 outlier areas were flagged: Anaesthetics, Surgery, EAU and ED. NHSE asked for responses from these four and were satisfied with the

responses from ED, EAU and Surgery. They have requested to visit Anaesthetics and that visit will take place on 20th May 2024. There is a plan to review the results of the NETS survey to decide if further visits are required in the other 3 specialities.

On the recent NETS survey, concerns were flagged in General Surgery (for bullying and undermining) and Anaesthetics (for facilities available within the specialty). It is therefore suspected they will also want to visit Surgery, but they have yet to process the results and ask for requests for responses.

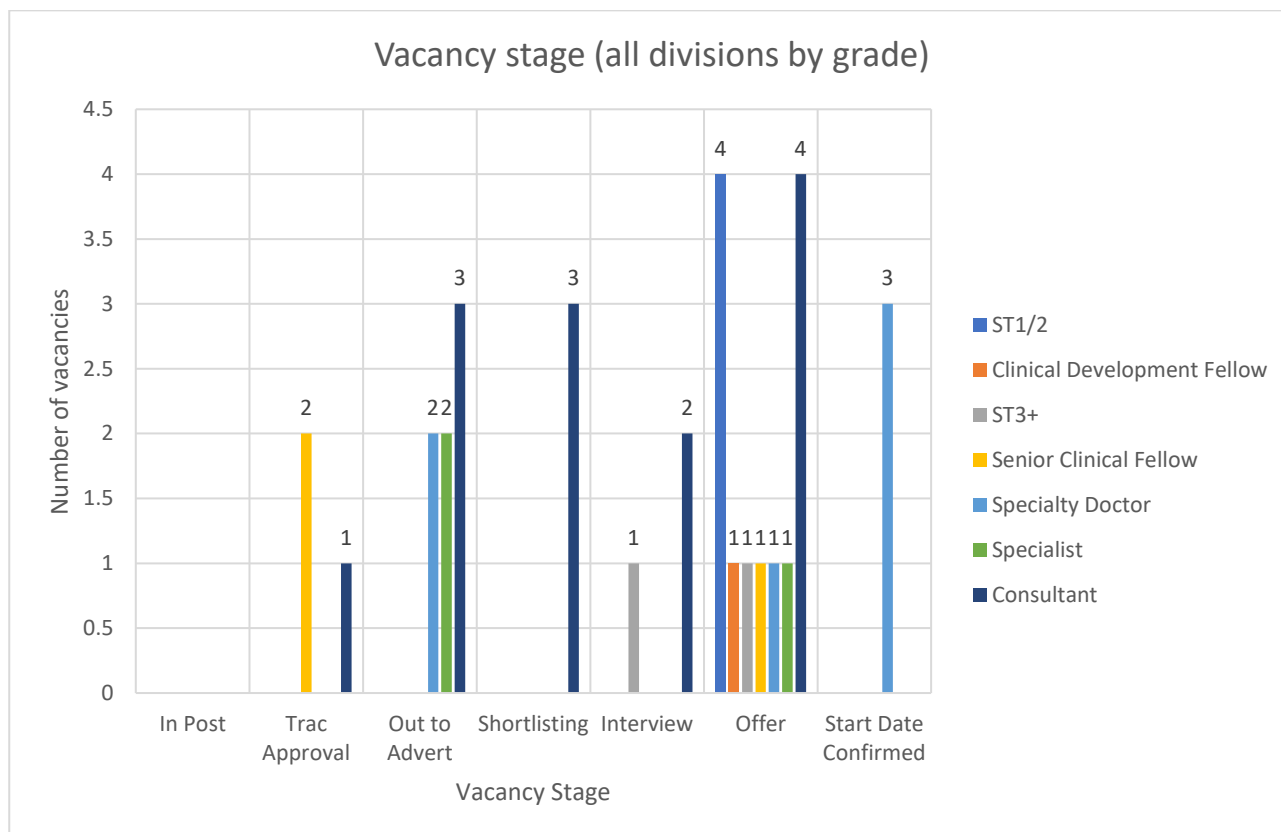
For the areas of concern, action plans are being developed in conjunction with the Medical Education Team to review. The area that is of most concern to the Medical Education team is EAU as that is a consistent concern from trainees regarding training, and patient safety. This specialty has also been featured in the Guardian of Safe Working Report. The issues that have been raised have come from a variety of sources (exception reports, conversations, surveys and Datix reports) providing some triangulation.

Some trials of different ways of working have taken place in this area including operating the Hospital Out of Hours processes in EAU, a business case has been submitted requesting additional support and some working practises have been changed which have included making the handover more formal, discussions are planned to understand the impact the changes in working practises have had on the Trainees.

In the surveys, there were some very high scoring Specialties, and they included Paediatrics which consistently is a high scoring Specialty, Radiology has also scored well. Obstetrics & Gynaecology have had a positive outlier flag in supervision which, considering last year's challenges within the Specialty locally is a good result. The Anaesthetic Foundation trainees have also provided excellent feedback for the department. A summary action plan and progress against the action plan will be provided in the next Medical Workforce Update.

New Ways of Working

Vacancies



The graph above shows the current recruitment position for 32 medical vacancies that we are actively recruiting across the Trust. As can be seen six offers of appointment have been made and start dates have been confirmed for four successful candidates. We currently have 12 interviews arranged across all grades.

The graph also shows that there are 13 consultant posts that are being actively recruited to.

Remedium Partners

Remedium Partners have been working closely with the Trust to support the recruitment of Medical posts. The Trust has also engaged with Remedium Partners in undertaking an executive search for Consultants in a number of areas that we are finding particularly difficult to fill at Consultant level, those areas being Stroke Medicine, Haematology and Anaesthetics. The executive search model targets doctors currently working as Consultants within these specialties to establish if they would be interested in coming to work at Sherwood Forest Hospitals. All three searches have commenced within the last few weeks, therefore Remedium are currently undertaking a mapping exercise prior to contacting individual doctors.

Task and Finish Group progress

The Task and Finish Groups are progressing across the challenged services. In Anaesthetics, one Fixed term Consultant has been appointed, a Specialty Doctor who has submitted their CESR application has been appointed as an Acting Consultant pending them obtaining the outcome of their CESR, a substantive appointment has also been made and this is a joint post between Sherwood Forest Hospitals and Sheffield Teaching Hospitals. One appointment has also been made to a Specialist post, which was an internal appointment. A number of vacancies still remain at both Consultant level and Specialty Doctor level in this specialty. Therefore, work is ongoing in this area to support the recruitment to posts.

Stroke Medicine remains a very difficult to fill area to fill nationally, there are 17 vacancies at Consultant level across the East Midlands. We have recently recruited to a Specialist in Stroke; however, we have not had any success in recruiting to Consultant posts to date.

An appointment has been made to a Consultant post in Gastroenterology, this was an internal applicant who obtained their CESR, another colleague has also submitted their CESR application and they will be supported to become an Acting Consultant within the next few months.

Trust Bank Rates

The Trust implemented new bank rates for Specialty Doctors, Trainees, Senior Clinical Fellows and Clinical Fellows on 1st February 2024. These rates were bench marked against bank rates across the East Midlands. The bank rate card that was in place prior to the implementation of the new rates was implemented in 2020 and these rates were not being adhered to, as market forces dictated the amount paid in each area. The revised rate card is fair and equitable across all specialties.

Conclusion & Recommendations

The Board of Directors is asked to take assurance from the update that this paper provides and to note the following:

- the progress with job planning, appraisal, and revalidation
- the progress being made to recruit to the vacancies and the support that is being provided by Remedium Partners
- the challenges that have been experienced by Industrial Action
- the increase in the medical workforce numbers and the composition of the medical workforce
- The summary of the NETS and GMC Surveys
- the implementation of revised bank rates for Specialty Doctors, trainees, Senior Clinical Fellows and Clinical Fellows.
- The delay in the doctor's mess re-location project.