

## TITLE Workforce Update

<b>Service</b>	Human Resources
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### Situation

Ongoing service demands and pressures across NHS Lanarkshire have resulted in numerous mass recruitment campaigns, staff redeployment, ongoing bank/agency and additional wellbeing support for staff.

This is a constant changing position but a brief summary is provided to give the Board an overview of the current position.

### Background

There have constantly been new mass recruitment campaigns since the outset of the pandemic in March 2020 – bank workers (nursing, admin and support services), healthcare students, retirees/ returners, contact tracers, covid vaccinators (direct and independent sector), ED, ITU, band 4 newly qualified nurses, etc. These mass programmes have been in addition to routine programmes for annual nursing and medical staff intakes and all other general recruitment based on normal turnover.

The recruitment service has radically reviewed process throughout this period– running processes concurrently, introducing a revised eCOR system, redefining team roles and process which has significantly reduced advert to appointment times and streamlined processed.

At the same time, recognising the impact of the pandemic on staff's health and wellbeing a number of additional support mechanisms have been introduced locally by Occupational Health, Spiritual Care and Psychology.

### Assessment

#### *i. Recruitment*

There are a number of high volume recruitment campaigns including:

- *Newly Qualified Nurse* – of 237 NQN, 177 have PINs with varying start dates through Sept /Oct. NB some already in post and transferring from B4 to B5.
- *HCSW Staff bank* – 152 additional on bank, further 94 going through documentation this week. 73 others going through pre-employment checks.
- *RGN ED* – appointed to all vacancies - except Hairmyres. Further recruitment drive.
- *RGN ITU* – 15 offers for 22 posts; further recruitment drive.

- *C19 Vaccine team* – ongoing recruitment to B3 and RGN – B3 original request for 147 WTE fulfilled. We are currently 13 WTE short of the updated request of 165 WTE. Ongoing recruitment for RGN posts.
- *Fixed term from bank* -85 responses (mainly HCSW /some A&C) – with service for review
- *Winter Planning* – Advertising for B2 A&C, HCSW (B2 /B3) as part of winter planning allocation.
- *Healthcare Students Less Than Full Time Fixed Term Contract's* – seeking applicants for Bank and / or fixed term

In addition, there are 175 posts live in system with further 203 control of recruitment applications being progressed

**ii. Redeployment**

A number of staff are being deployed within their own Directorates to priority areas.

In addition, redeployment has also been undertaken in ICCN at UHW with 6.8 wte staff being moved to cover Paediatric acute wards 19 and 20 until 31st December

A small number of physiotherapists were withdrawn from redeployment to ITU on Friday 8 October 2021 to fill nursing gaps.

**iii. Bank /Agency**

There is ongoing high demand for bank and agency staffing (7.08% August 2021). As at end of August 2021, 149,680 shifts were requested with 91,112 filled by bank (60.9%) and 9,930 filled by agency (6.6%). This is a significant higher use of agency than in previous years; this includes some block booking and use of our own staff through agency.

**iv. Wellbeing Support**

There are a range of additional services to support staff:

- SALUS Helpline, which provides general advice from PPE to Mental health support, including signposting to various support services.
- Monthly monitoring of mental health trends in staff referred to Occupational Health.
- Monthly monitoring of violence and aggression incidents experienced by staff.
- Introduction of dedicated staff Psychology service for staff with mild/moderate mental health issues.
- Occupational Health Case Management, now extended to support staff with long covid, linked to AHP led service.
- Environmental C19 Audits

- Increased promotion and monitoring supporting twice weekly staff LFD testing in order to identify positive staff and reduce exposure to colleagues.
- Administration of Flu & C19 vaccines
- Independent counselling service “Time for Talking” – confidential service providing psychosocial support to staff.
- Promotion of Promis service and Workforce Specialist Service via the national Wellbeing Hub.
- Spiritual Care – Peer Support available on site and via telephone. Provision of mindfulness and mental health support to individuals and in group sessions.
- Development of single report format to capture all service uptake and potential impact/improvement.

An NHSL Staff Health and Wellbeing Group was established in 2020 with an aim to develop and implement a Staff Health and Wellbeing Strategy, monitor trends on factors influencing wellbeing and support staff health and wellbeing initiatives. In addition, the Bronze Wellbeing group has been re-established.

A dedicated staff support webpage which provided a single gateway to multiple support services and information for staff and managers. ([Your Health Matters | NHS Lanarkshire \(scot.nhs.uk\)](https://www.scot.nhs.uk/yourhealthmatters/))

A full Quarter II workforce report will be provide to Staff Governance Committee in November 2021.

## Recommendations

The NHS Lanarkshire Board are asked to note this update.

**DATE10.21**