

ANNEX 1 - HARD TO FILL PAPER FOR PUBLIC TRUST BOARD - CLINICAL GROUPS - HARD TO FILL VACANCIES - ACTION PLAN (Updated 27th January 2020)						
Group	Directorate	Job Title	Staff Group	WTE(Vacancies)	Issue	Action plan
Surgical Services	General and Specialist Surgery	Band 5 Staff Nurse	Nursing and Midwifery	61.67	Difficulty to recruit to the wards further to uplift in staffing. Increasing pressure on current staff. Difficulty attracting staff to inpatient wards. Wards with difficulties includes, priory 2 and Newton 3, Sandwell Surgical Assessment Unit.	<b>61.67 (Vacancy WTE = Gen Surg 38.49, Specialist Surg 23.1)</b> General Surgery 25.25 under offer. If all staff start this will reduce the current position to 13.24WTE Vacancies. 6 TNA's to be introduced reducing position to 7.77. Specialist Surgery, 6.85 WTE under offer, 6 TNA's to be introduced reducing current position to 10.25. GDON producing a paper with recommendations for the induction period for staff on the ward based on feedback from our band 5 new starter huddles. Both Gen Surg and Specialist Surg have applied for the second wave pioneer teams to support engagement and retention.
Surgical Services	Anaesthetic	Consultants	Medical and Dental	12.75		Already converted 1 consultant post and recruited 2 ANP's who commenced in Nov. Disestablished a further consultant posts to appoint x2 Speciality doctors. Appointed to 2 consultant posts, 1 Pain and 1 General Anaesthetics and appointed 4 through remedium with start dates between February and July. Two more resignations will impact on the position by April 2020. We have 2 potential Pain consultants to interview but a panel cannot be arranged until March 2020. Requested support to expedite a panel to interview in February.
Surgical Services	Ophthalmology	Ophthalmic Technician	Additional Clinical Service	2.09	Local Issue	Current Vacancies= 2.09. Trainee posts from band 2 to band 4. Recruiting to band 2 Trainee's but turnover increases once trained. Implemented changes to their role to increase job enrichment to work across ophthalmology. Reviewing the implementation of a trainee contract. To be monitored.
Surgical Services	Ophthalmology	Fellow	Medical & Dental	1.00	Neuro-ophthalmologist. Lack of regional and nationally experienced medics	Did appoint but individual withdrew. Currently filled by a long term locum. Going back out to advert. Current long term locum potential to apply for substantive post.
Imaging	Interventional Radiology	Band 5 Staff Nurse	Nursing and Midwifery	0.90		Plans for more focussed recruitment earlier in the year, resulted in 7 shortlisted applicants in September and 1 new starter January (reducing HtF by 1.0 ) and 1 in February (0.40wte)
Imaging	Breast Screening	Senior Mammographer	Professional and Technical	1.20		Acknowledging National recruitment issues, utilising training posts. 1.75wte starters planned for January '20.
Imaging	Breast Screening	Radiographer	Professional and Technical	2.05		Using alternative post fill and growing own. 1 starter in January and 1 in March.
Imaging	Diagnostic Radiology	Operational Manager/General Radiology	Professional and Technical	1.00		1wte 8a management lead to start March (delayed from January).

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Imaging	Diagnostic Radiology	Generic Radiographer - Band 5	Professional and Technical	1.00		A number of strategies engaged as part of the sustainability project including Band 6 training programme (3 wte February (delayed from January), 3wte targeted April). 12 Newly qualified starting August 20. Also promoting department as part of next Training programme recruitment day.
Imaging	Diagnostic Radiology		Medical and Dental	4.13		Plan to utilise Remedium to source Consultants has resulted in 4 wte starters late November and 1wte starter for February. Currently sourcing specialist Consultant Radiographer roles via same source.
Imaging	Nuclear Medicine	Senior Nuclear Medicine Technicians B6	Professional and Technical	2.13		Mitigation plans previously to advertise as 2 interested candidates with projected start date of Jan/Feb but this failed, therefore meeting 30/12 to agree new strategy. Agreed to use budget to fund Band 5 and Band 7 with revised JD for latter to meet service needs. Advertise end January. Potential start date April/May.
Imaging	Nuclear Medicine	Clinical Scientist – Radio pharmacy B7	Professional and Technical	1.00		Strategy to grow own has resulted in Band 6 on training scheme until August 20 when can progress to Band 7 role.
Medicine & Emergency Care	Admitted Care	Cardiology Technicians	Healthcare Scientists	1.00	There is a long term vacancy that has been difficult to recruit to due to national shortages of Cardiology Technicians.	Post is currently advertised due to close on the 31st January 2020.
Medicine & Emergency Care	Admitted Care	Haematology Consultant	Medical and Dental	1.00	The post has been advertised twice in December 18 and July 19 and on both occasions there were no appointable applicants due to national shortage of Haematology Consultants.	The post was filled by a locum however they have declined due to personal reasons. The post is now out to advert NH's Locum / Agency Locum. in addition we are looking to advertise on a permanent basis to test the market. Long term plan is to work with Clinical Lead to explore alternative roles. In addition a request has been submitted for a clinical fellow to fill post.
Medicine & Emergency Care	Admitted Care	Neurology Consultant	Medical and Dental	2.00	The post has been advertised twice in November 18 and July 19 on both occasions there were no appointable applicants due to national shortage of Neurology Consultants.	The post is to be advertised in conjunction with UHB to make this a more attractive specialist post. Post is due to be advertised by the end of January 2020 advert currently being agreed with UHB colleagues. In addition to further mitigate the group plan to develop the CNS workforce, specifically scoping Headache and Epilepsy. Currently Headache CNS post is out to advert with 4 shortlisted applicants with interviews scheduled on the 17th January 2020.

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Medicine & Emergency Care	Admitted Care	Gastroenterology Consultant	Medical and Dental	3.00	The post was last advertised in September 2019 however we were unable to appoint due to their being no suitable applicants. This is due to a national shortage of Gastroenterology Consultants.	One post has been filled by a NHS Locum the other two vacancies are filled by temporary locums. The long term plan is to advertise the position with amended job plan which will make the role more attractive to prospective applicants. The amended Job plan is currently with RCP awaiting approval. In addition to this long term mitigation to not filling the post the group plan to develop the CNS workforce with Gastro. A business case to support this is due to be presented and agreed at Group Management Board on the 15th January 2020.
Medicine & Emergency Care	Admitted Care	Neurophysiology Consultant	Medical and Dental	1.00	The post was last advertised in November 18 with no applications due to national shortage of Neurophysiology Consultants.	The post to be advertised in conjunction with UHB to make this a more attractive specialist post. Meeting taking place early January 2020 to agree the details of the advert with UHB with a plan to advertise the role by End of January 2020. In addition we are currently scoping Clinical Fellows.
Medicine & Emergency Care	Admitted Care	Elderly Care Consultant	Medical and Dental	3.00	The post was last advertised in October 18 and we were not successful in appointing to the role due to national shortages of Elderly Care Consultants.	The posts are currently filled with Locum Consultants. The JD is currently awaiting RCP approval with a plan to advertise to scope the market. The long term plan is to grow and develop our own middle grade doctors. In addition to develop the role with acute medicine to offer a more varied and more attractive job plan. A meeting is planned at the End of January between Acute Medicine and Elderly care to scope the development of a hybrid post.
Medicine & Emergency Care	Emergency Care	Emergency Care Consultant	Medical and Dental	3.00	This was last out to recruitment Sept 2019 with recruitment of 1 consultant. Remain 3 outstanding. National shortage of ED Consultants.	The job description is currently awaiting RCP approval. Pending approval the plan is to advertise by the end of January 2020.
Medicine & Emergency Care	Emergency Care	Acute Medicine Consultant	Medical and Dental	5.00	The post was last advertised in October 2019 on NHS locums with no suitable applicants. National shortage of Acute Consultants.	Plan to go out to recruitment through Remedium and develop role with Elderly care to offer more varied and more attractive job plan. Aiming to appoint by March 2020.
Medicine & Emergency Care	Emergency Care	Middle Grade Doctor (Emergency)	Medical and Dental	3.00	Ongoing recruitment remains through Remedium and NHS Jobs	1 is due to commence in February. 2 are projected to start in April 2020. Looking to be fully recruited by April 2020

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Medicine & Emergency Care	Admitted Care	Band 5	Nursing and Midwifery	24.55	Recruitment to experienced nurses / student nurses continues to be a challenge due to national shortage of band 5 nurses and competition from other Trusts in the region.	Recruitment on-going to vacant posts through offers made to final year students and offers via external recruitment fairs. MEC is supporting recruitment event on the 18th January. In addition we are attending national nursing recruitment events in Feb / March. Development of Associate Nurse role impact is currently being scoped. Moving forward a review of all nursing post will be conducted in order to utilise the Training Nurse associate posts. All new starters will have PDN support with training packages in place Engagement programme to improve support to new starters, on-boarding and working environment. Quarterly review meetings scheduled with New starters to support them on their employment journey.
PCCT	Community Medicine		Nursing and Midwifery	0.00		National issues with specialist nurses at Band 6 level but we have successfully recruited to development posts at band 5 in sexual health and Diabetes. Also recruited a nurse Associate band 4 in Diabetes to support specialist nurses
PCCT	Community Medicine	Dermatology Consultants	Medical and Dental	1.00	Dermatology Consultants - locally not attractive as feedback is that consultants have less pressurised role at for e.g. HEFT . Looking to develop a ANP or Consultants Nurse pst in Dermatology	Dermatology advert has been published in January with interviews on 21 February 20. Also considering a CESR route a national programme focusing on registrars who are unable to get a PIN number for training with aim to grown own. International route being considered as understand there is an interest from India (but not current qualification for UK). Checking to see if this qualification can be converted.

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PCCT	iBeds		Allied Health Professionals	0.00	Retention many be helped with the funding from CCG of a band 8 ACP post in ED which neighbouring Trust's are offering .	Band 5 AHP recruitment challenges are a national issue, compounded by a once a year graduation cycle. For Band 6s we have had great success in growing our own in all disciplines. To improve Band 5 dietetic recruitment in particular we are exploring offering internships to existing students as well as increasing our student offers and timing recruitment to coincide with graduation cycles. For all B5s AHPs we are looking to extend the guaranteed offer to final year students as already done in nursing as well as use of the apprentice levy for degree-level qualification for internal candidates. For Band 6/7 posts we are exploring development role offers where suitable. For posts at B3, 4 and 8 which become vacant we consider further skill mixing and extended roles to offer the most efficient use of our therapy services and to attract and retain high-performing candidates.
PCCT	iBeds	Staff Nurses	Nursing and Midwifery	0.00		Band 5 national issue. Practice educator post now appointed to commenced in post 13/1/20. 1 Qualified Nurse associate now working on Henderson. 1 Training nurse associate on D43 x4 Trainee nurse associate to be allocated from trust wide recruitment event to commence in September 2020. Remaining 3 WTE to be recruited at trust wide recruitment event 18th Jan 2019.

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PCCT	Icares	District Nurses	Nursing and Midwifery	0.00	Band 6 District Nurses has been an issues as we are requesting the DN qualification as an essential requirement in the person specification. This has not been removed and all band 6 posts required to.	<p>Previous band 6 nurse vacancies. This has now been mitigated by the development of and recruitment to new roles – Community Nurse with a Specialist Interest in X. This role will aid integration across the DN, iCares and Specialist Services. There are no longer vacancies on this line.</p> <p>Previous band 5 nurse vacancies This is on a rolling advert to backfill mat leave. 8 posts have been used to skill mix up to the band 6 specialist interest roles The remaining posts will be used to set up a twilight service which will extend the out of hours community offer for admission avoidance. There are no longer any hard to fill posts on this line.</p>
Women and Child Health	Acute and Community Paediatrics	Consultant Acute	Medical and Dental	1.00	Advertised in Aug-19 with 6 applicants 2 shortlisted but no appointable candidate. Advertised in Oct-19 4 shortlisted, 2 attended interview with only 1 appointable candidate at AAC on 24 Oct 2019. <b>Failure to attract related to 1:6 on-call with other Trusts operating 1:8 on-call</b>	Dr C A start Apr-20 .
				0.7		Paper submitted to CEO 29 Nov-19 to support 14 hour time to be seen with plan to create 1:8 rota (subject to agreed funding)
						Funding agreement Readvertise with 1:8 on call
Women and Child Health	Acute and Community Paediatrics	Consultant Community	Medical and Dental	1.00	Advertised in Aug 19 with 1 applicants but no appointable candidate due to national shortage of community paediatrics	Review conversion to Consultant Nurse for Community Paediatrics
Women and Child Health	Acute and Community Paediatrics	ST3+	Medical and Dental	1.00	National shortage	Review conversion of 1 post to ANP for assessment units
				1.4		Review Clinical Fellow posts
Women and Child Health	Acute and Community Paediatrics	Band 5 nurses	Nursing and Midwifery	9.00	Recruitment to paediatric nursing posts continues to be a challenge due to pull from other hospitals in the area. Some reputational issues due to cultural issues on some ward areas. Limited availability of bank nurses to cover shifts	2 staff start Dec-19, 2 start Jan-20 , 2 start Mar-20 and 1 starts Sep-20 - robust on boarding and preceptorship programme required
				7.00		Develop Nurse Associate roles - and appoint. 2 trainee associates appointed
						Participate in the Jan-20 Trust recruitment event
						Improve student relationships in the unit Develop Nurse Educator role
Women and Child Health	Maternity and Perinatal Medicine	Midwives	Nursing and Midwifery	11.75	Shortage of midwives in the system and too much choice as to where to work. Also degree of reputational issues due to recent maternal deaths. Midwifery positions are continually being recruited from local area with some success. Age profile of workforce 34 WTE aged 56+ and 29 WTE aged 51-55	<p>1.8 midwives due to commence Jan-20 - robust on boarding and preceptorship programme required</p> <p>Community midwifery vacancies - some skill mix has taken place with 80:20 MW to MSW in line with RCM and HEE guideline - 5.2 MSW already appointed.</p> <p>Participate in the Trust recruitment event in Jan-20</p>

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Women and Child Health	Maternity and Perinatal Medicine	Neo Natal B6 and B6 (QIS)	Nursing and Midwifery	3.00	Recruitment to experienced neonatal nurses continues to be a challenge due to pull from other hospitals in the area. Some reputational issues due to cultural issues on some ward areas. Major difficulties in getting bank nurses to cover shifts and limited agency available	OVERRECRUITED BY 2. New starters 5 x Jan-20 1x Mar-20 - robust on boarding and preceptorship programme required
				10.34		Skill mix exercise underway to create B7 posts to attract experienced nurses. BAPM compliance will be realigned over the next 12 months. Appoint to B7 posts
				1.25		OVERRECRUITED BY 2.79 - robust on boarding and preceptorship programme required
Women and Child Health	Maternity and Perinatal Medicine	Neonatal Specialty registrars	Medical and Dental	1.00	National shortage	Appointment of international training fellow Dr Ahmed Yousef - start date 17.02.20 Scope expansions of ANNP role
Women and Child Health	Maternity and Perinatal Medicine / Gynaecology	O&G Specialty registrars	Medical and Dental	1.00	National shortage	Clinical Fellow (Dr B) started Jan 2020
				2.00		ST3+ Dr M started Nov 19 and Dr Q start date 3.2.20
				1.00		Review potential for SCP role . Progress update: Advert closed 13 applications interviews 27th Jan. Scope additional Clinical Fellows
Women and Child Health	Maternity and Perinatal Medicine / Gynaecology	GPST	Medical and Dental	1.00	National shortage	Appointed Dr G start date TBC
				2.00		Readvertise posts

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