

Recruitment and Retention
NHS Forth Valley

1. In what areas are you experiencing the greatest difficulties in recruitment?

- Hard to fill Consultant posts include Psychiatry, Ageing and Health, Cardiology, Front door services, Labs services, Ophthalmology, Radiology
- GP posts in out of hours services; prisons; portfolio GP's and salaried GP's
- Hard to fill specialty doctor posts within Paediatrics, Emergency Department, ENT, General surgery, Obstetrics & Gynaecology
- There are ongoing challenges with Band 5 Learning Disability Nursing posts across Scotland. The number of RNLDs retiring at 55 years is having an impact. The number of new registrants in LD Nursing has steadily increased over the last 5 years but is still not meeting demand. Student nurse intake numbers for 2016 have again been increased. There is also some emerging information that new registrants are gaining employment in the third and independent sector. In NHS Forth Valley we are seeing a decline in the number of applicants. Student nurses due to register in Sept / Oct will be the next opportunity to recruit.
- Difficulty in recruiting to obstetric sonography positions.
- Theatre nursing and Anaesthetic nursing / ODP posts

2. What are the key barriers to recruitment in your area?

There are a number of challenges, not least issues relating to workforce demographic; regulations around the hours which certain staff can work and availability of trained workforce in some specialities.

The present GMS and Consultant / SAS contracts are not sufficiently flexible to easily deliver 7 day flexible working or able to sustain reliable out of hours GP Services. These, coupled with the changes to training numbers, with a significant reduction in middle grade doctors particularly, has created a very challenging environment in which to forward plan services. In the short term at least, there is likely to be a modest increase in consultants required to fill gaps left by the reduction in middle grade doctors. In some specialties, like Emergency Medicine and Paediatrics, middle grade training posts are vacant leaving the service vulnerable over time to consultant shortages too.

As part of the workforce and service planning process, new ways of working have

been developed across NHS Forth Valley. An example of this is the investment in advanced nurse practitioners. Specifically the specialty grade might offer an alternative to consultants replacing senior trainees but expansion has been hindered by the lack of suitable candidates due to a number of factors including perception of the grade as a career limiting alternative and more attractive opportunities overseas and some specialties not having core training. Forth Valley is involved and continues to contribute to the Regional Medical Workforce Group.

3. Please provide examples of incentives / initiatives that have shown positive results in recruiting?

Advanced Nursing Practice:

As part of our workforce and service planning process, new ways of working have been developed across NHS Forth Valley. There are a number of roles within NHS Forth Valley that have been developed, e.g. Neonatal Advanced Nurse Practitioners

Development of Multidisciplinary Teams within GP practices to enhance service provision in the community

NHS Forth Valley has taken on responsibility for a number of GP practices. Introduction of salaried GP roles and a focus on the development of the multidisciplinary workforce to support and sustain care within practices includes the introduction of enhanced nurse triage; MSK support from Physiotherapists, Community Psychiatric Nursing and Pharmacy support including prescribing pharmacists.

Medical Workforce Age Profiling and proleptic appointments. Across NHS Forth Valley, Consultant staff have been indicating to Clinical Leads when they are anticipating retiring. This is providing the opportunity for proleptic recruitment and subsequent appointments to be made to ensure service continuity. This has been effective in attracting a number of newly qualified consultants to NHS Forth Valley.

Health Visiting Training

Opportunities to invest in existing staff undertaking health visitor training.

Youth Framework: Modern Apprenticeships

The Scottish Government has committed to the creation of 500 Modern Apprentices (MAs) from 1st August 2014 to 31st July 2017. The split of this commitment for NHS

Forth Valley is 19 Modern Apprentices over the three year period.

NHS Forth Valley has worked in partnership with Forth Valley College to deliver its 2015/16 Business & Administration Modern Apprenticeship Programme. Following a successful recruitment campaign, 14 MAs were appointed to posts in a variety of Corporate departments throughout NHS Forth Valley. The MAs are being supported and trained to carry out all the duties and responsibilities outlined in the job description and have an agreed Training Plan. The MAs are working through an agreed Modern Apprentice Framework for Business & Administration and, on completion will receive an SVQ qualification which is awarded through Forth Valley College

4. What are the key barriers to retaining staff in your area?

NHS Forth Valley is an attractive employer and as a result has a low turnover of staff. We therefore are able to retain the majority of our staff. 80% of the staff employed within NHS Forth Valley are resident in the area. The main areas where we have particular issues pertain to the availability of specialty doctors within specific specialties, i.e. the orthopaedics/ psychiatry/ emergency departments

The central location of NHS Forth Valley, bordering a number of larger Health Boards makes Forth Valley a good place to live and work.

5. Please provide examples of incentives / initiatives that have shown positive results in retaining staff?

The GP Fellows Programme, supported by NES and developed within NHS Forth Valley in response to challenges in certain of our GP practices has proven to be positive and has been highlighted nationally.