

#*team*NORTH 

# People Report

August 2024



# Delivering on #teamNORTH



**N**

Build Northern Partnerships & Integrate Care



**O**

Continue to improve Outcomes & experience



**R**

Deliver value by optimising Resources



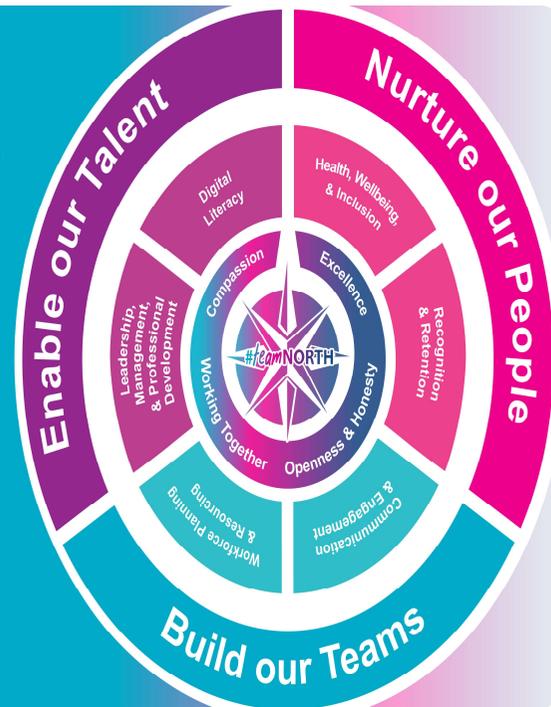
**T**

Nurture our people, enable our talent & build our Teams



**H**

Improve population Health & address health & social care inequalities

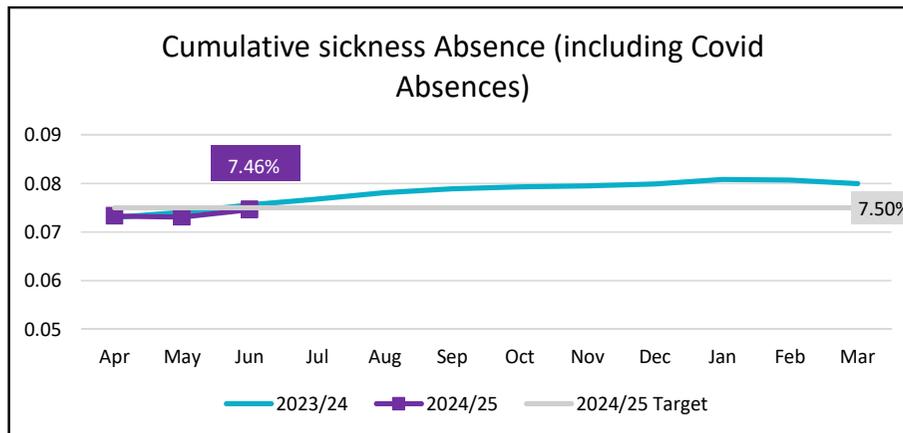
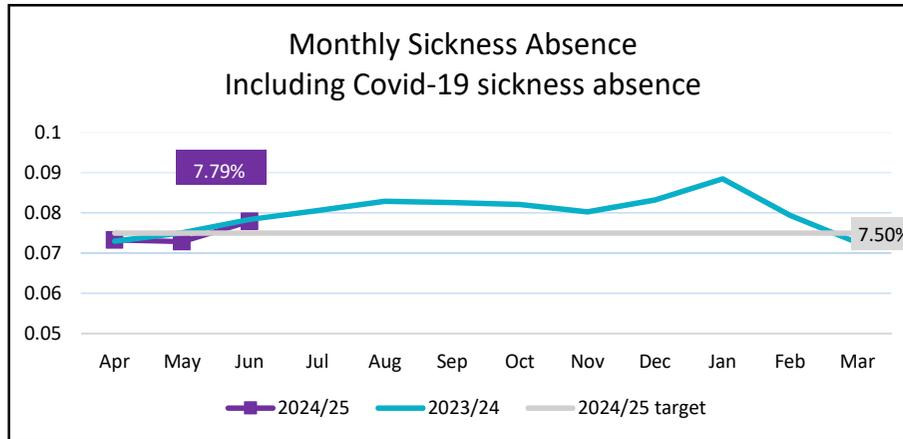




# Nurture our people

## Sickness Absence – 30<sup>th</sup> June 2024 Including COVID absence

**Trust  
2024/25  
target  
(including Covid)  
7.5%**



Cumulative comparison		
NHSCT (June 24)	7.46%	+ 0.15%
Belfast (June 24)	9.20%	-0.17%
Southern (June 24)	6.16%	+0.06%
SEHSCT (June 24)	7.94%	+0.09%
WHSCT (June 24)	7.90%	+0.77%



## Nurture our people

# Equality, Diversity & Inclusion

Following the recent civil unrest, a number of events/actions were taken within the Trust to support our staff.

The Trust welcomed Emma Little-Pengelly, Deputy First Minister & Gregory Campbell, MP to Causeway Hospital; who extended their strong support to the staff in Causeway and right across the NHS and public sector.



Contact details for Trust and Staff Side EDI Representatives & details of external support organisations were provided throughout the Trust.

Members of the Trust EDI Steering Group, Ethnic Diversity Task Group and Human Resources Department provided 'Drop in Support Sessions' between 14<sup>th</sup> – 16<sup>th</sup> August in Antrim Area Hospital, Causeway Hospital and Ballymena Health & Care Centre.

Staff were encouraged to drop by for advice, guidance and information on support networks and resources available to all staff.

July 2024

**Equality, Diversity and Inclusion Representatives**

Equality, Diversity and Inclusion (EDI) is a foundation stone of our #Team NORTH culture and the Trust is committed to working together to provide a safe and inclusive environment for all staff regardless of age, sex, gender identity, sexual orientation, community background, religious belief, political opinion, race, disability, dependent status and marital or civil partnership status.

The Trust has in place an EDI Steering Group chaired by Owen Harkin, Director of Finance and Deputy Chief Executive and supported by Human Resources. Each Division is represented on the group who meet quarterly to oversee the implementation of the workplace EDI Framework.

Contact your Divisional EDI Representative or Key Stakeholder below for more information and signposting.

Divisional EDI Representative	<b>Medicine &amp; Emergency Medicine</b> Karen Jenkins <a href="mailto:Karen.Jenkins@northyorkhsc.nhs.uk">Karen.Jenkins@northyorkhsc.nhs.uk</a>	<b>Community Care</b> Caroline McGarry <a href="mailto:Caroline.McGarry@northyorkhsc.nhs.uk">Caroline.McGarry@northyorkhsc.nhs.uk</a>	<b>Surgical &amp; Clinical Services</b> Elaine Coulter <a href="mailto:Elaine.Coulter@northyorkhsc.nhs.uk">Elaine.Coulter@northyorkhsc.nhs.uk</a>	<b>Mental Health, Learning Disability &amp; Community Wellbeing</b> Lindsey McVilly <a href="mailto:Lindsey.McVilly@northyorkhsc.nhs.uk">Lindsey.McVilly@northyorkhsc.nhs.uk</a>	<b>Children &amp; Young People</b> Tracey Magill <a href="mailto:Tracey.Magill@northyorkhsc.nhs.uk">Tracey.Magill@northyorkhsc.nhs.uk</a>
	<b>Infrastructure</b> Cara Browne <a href="mailto:Cara.Browne@northyorkhsc.nhs.uk">Cara.Browne@northyorkhsc.nhs.uk</a>	<b>Medical &amp; Governance</b> Julie Magee <a href="mailto:Julie.Magee@northyorkhsc.nhs.uk">Julie.Magee@northyorkhsc.nhs.uk</a>	<b>Human Resources, OD and Corporate Communications</b> Oonagh Burns <a href="mailto:Oonagh.burns@northyorkhsc.nhs.uk">Oonagh.burns@northyorkhsc.nhs.uk</a>	<b>Finance</b> Lesley Kyle <a href="mailto:lesley.kyle@northyorkhsc.nhs.uk">lesley.kyle@northyorkhsc.nhs.uk</a>	<b>Paediatrics, Women's Services &amp; Corporate Support</b> Jill Bradley <a href="mailto:Jill.Bradley@northyorkhsc.nhs.uk">Jill.Bradley@northyorkhsc.nhs.uk</a>
Key Stakeholders	<b>Trade Union TU Side Steering Group Representative</b> Sabine Antal <a href="mailto:Sabine.Antal@northyorkhsc.nhs.uk">Sabine.Antal@northyorkhsc.nhs.uk</a> OR Your local Trade Union representative	<b>Human Resources Employee Relations and Inclusion Team</b> Call the HR Helpdesk on 028 9441 3232 or extension 323232 or email <a href="mailto:workplaceequalityanddiversity@northyorkhsc.nhs.uk">workplaceequalityanddiversity@northyorkhsc.nhs.uk</a>	<b>Equality Unit</b> Telephone: 028 274 41377 Email: <a href="mailto:equality.unit@northyorkhsc.nhs.uk">equality.unit@northyorkhsc.nhs.uk</a>	<b>Ethnic Diversity Group</b> Chairperson Dr Darshan Kumar <a href="mailto:darshan.kumar@northyorkhsc.nhs.uk">darshan.kumar@northyorkhsc.nhs.uk</a>	

# Enable our talent

## Appraisal – 30<sup>th</sup> June 2024

**61%**

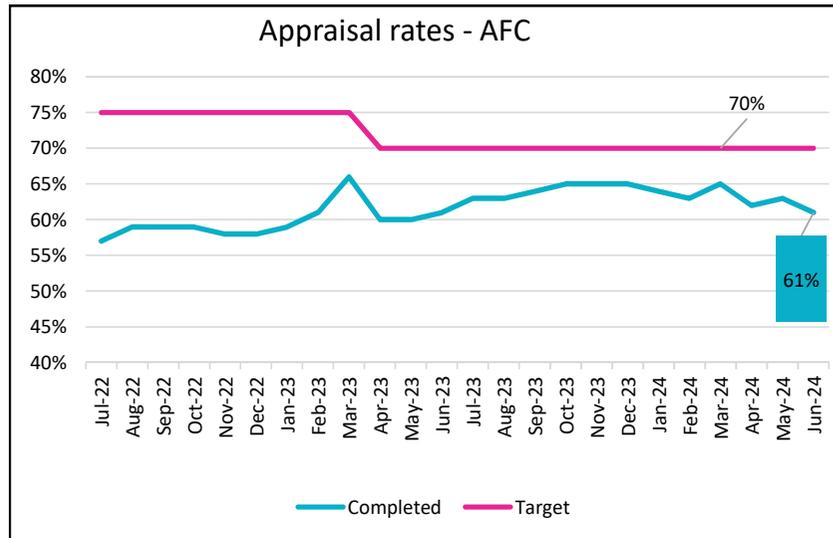
Current position

**70%**

2024/25 Target

**61%**

Compares to  
30<sup>th</sup> June 23

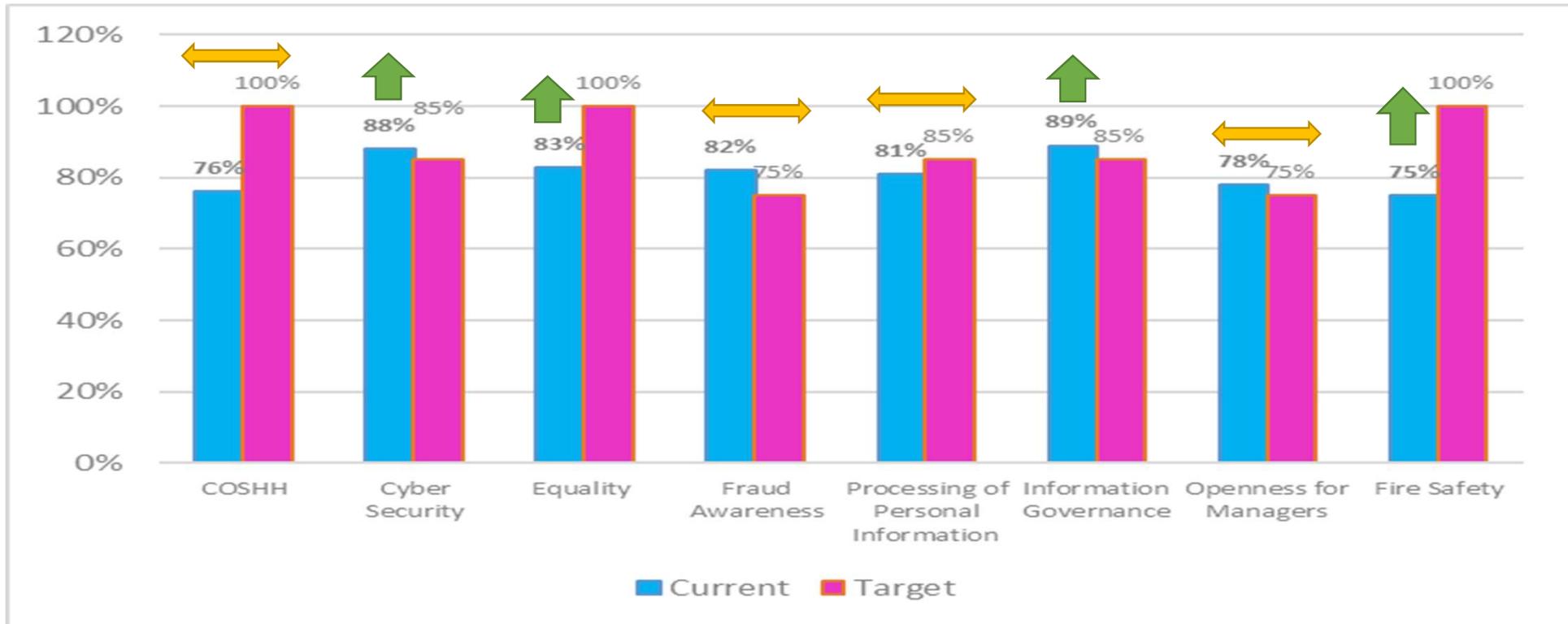


Directorate / Division	%
Community Care	54%
Finance	74%
HR, OD, Corp Comms & CEO	50%
Infrastructure	65%
Medical	68%
Medicine & Emergency Medicine	43%
Mental Health, Learning Disability & CWB	81%
Paediatrics, Women's Services and Corporate Support	55%
Strategic Development & Business Services	85%
Surgical & Clinical Services	69%
Children and Young People's	54%

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## Enable our talent

Statutory & Mandatory Training – 30<sup>th</sup> June 2024



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Build our teams

# Nurse Recruitment Update

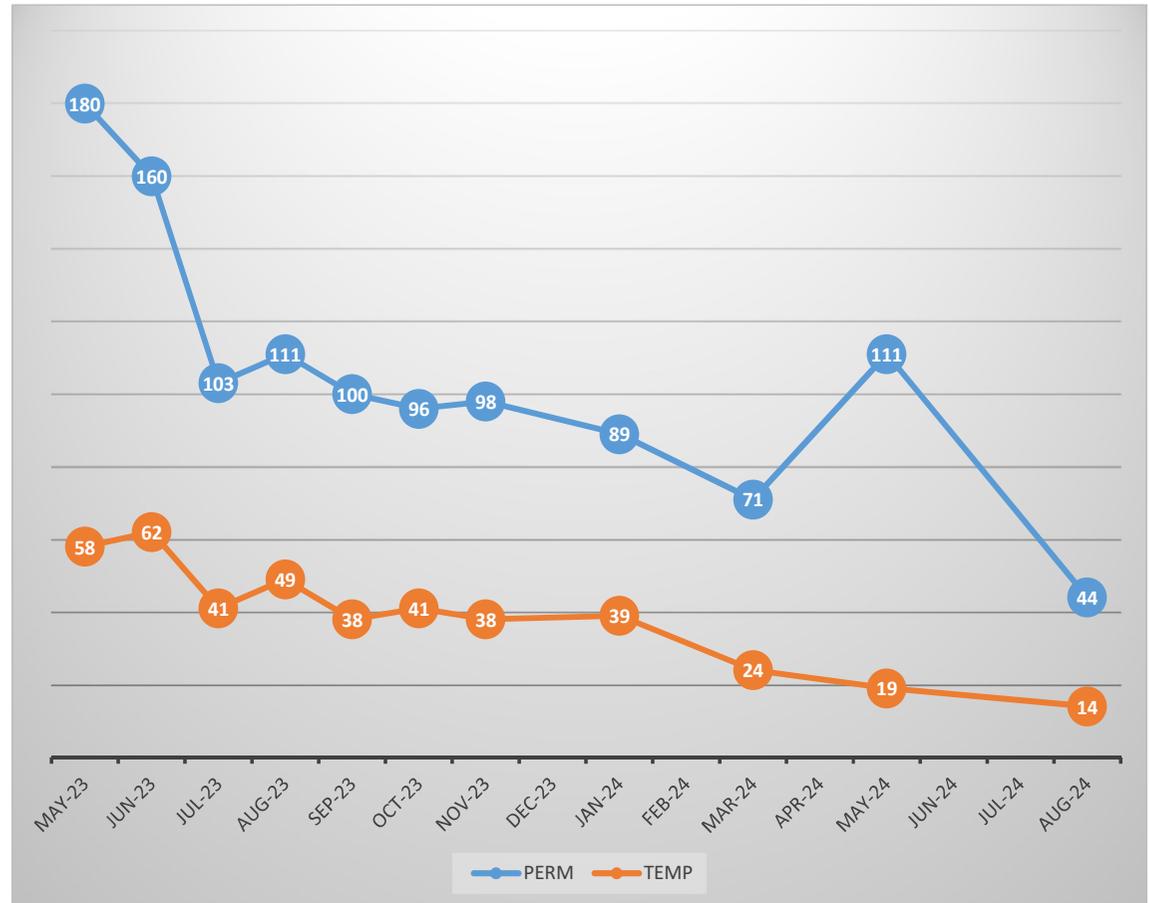
## August 2024

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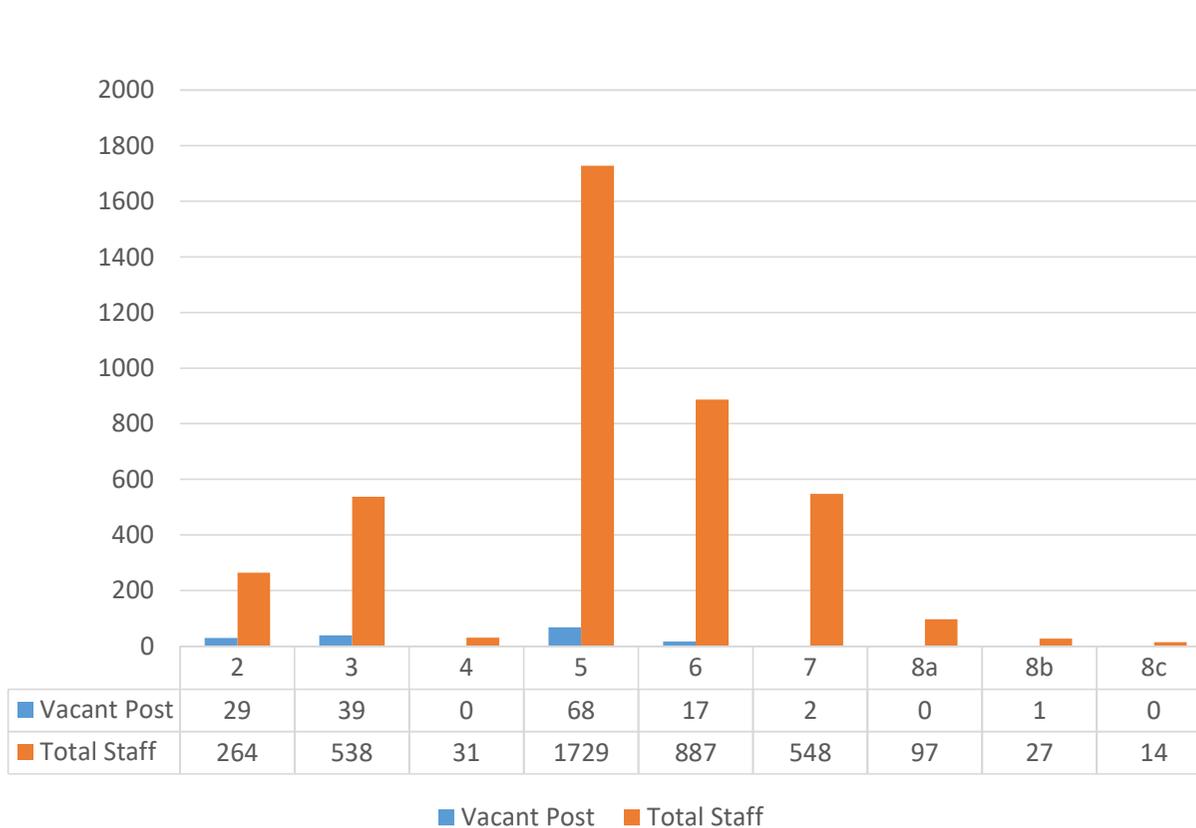
## Band 5 Nursing and Midwifery Vacancies

- Total Band 5 vacancies Permanent and Temporary
- (Below shows percentage of Band 5 vacancy trend from May - Nov 2023 & Jan, March, May & August 2024)

May 23 14.41%	June 23 13.4%	July 23 8.74%
Aug 23 9.7%	Sept 23 8.3%	Oct 23 8.2%
Nov 23 8.2%	Jan 24 7.3%	March 24 5.4%
May 24 7.5%	August 24 3.93%	



## Total Staff / Vacant Posts by band at 14<sup>th</sup> August 2024



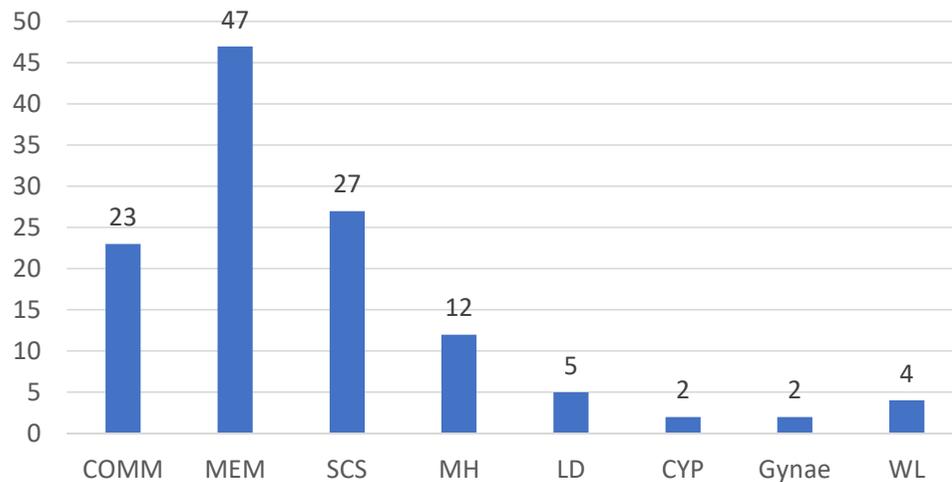
### % of total staff vacancies

Band 2 10.9%	Band 3 7.24%
Band 4 0%	Band 5 3.93%
Band 6 1.91%	Band 7 0.36%
Band 8a 0%	Band 8b 3.70%
Band 8c 0%	Total % 3.77%

## Student Streamlining – Cohort Sept 2024

Student allocations after initial discussions to align to vacancies. RSSC processing formal offers and PECs

Posts offered to pre-reg nurses by Division



Student Applications received	126
Withdrawal - International Educated Nurse	2
Withdrawal - Offered post on Mainland	1
Transferred out of NHST to another Trust	3
Transfers received into NHST	1
Late transfers received into NHST Allocation 2)	1
Final Total of students for NHST	122
Number of NHST band 5 vacancies at time of offer	146

Breakdown of offers made (RSSC now processing completing formal offers)

Area	Perm	Temp	Waiting list	Total
Mental Health	12		1	13
Learning Disability	5			5
Adult	89	10		99
Children and Young People		2	3	5
<b>TOTAL</b>	<b>106</b>	<b>12</b>	<b>4</b>	<b>122</b>

\*To note the students who have accepted temporary positions will also remain on the Band 5 waiting and will get vacancy alerts for any permanent posts which are raised.

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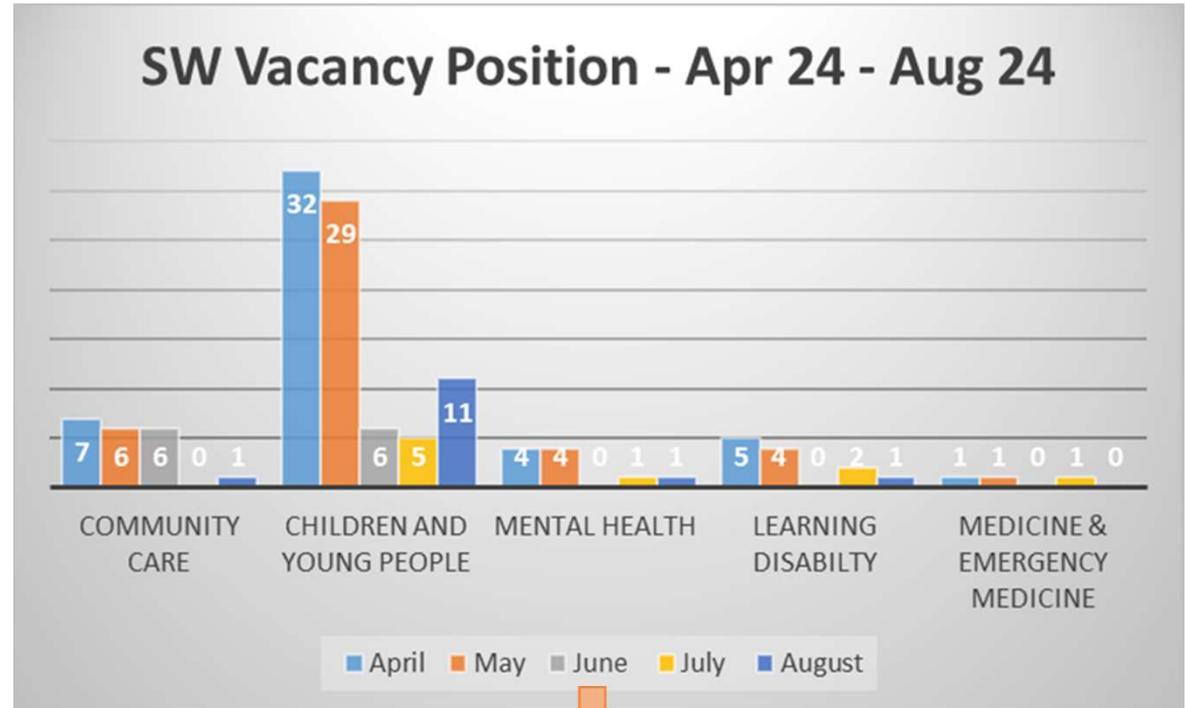
Build our teams

# Social Work Student Recruitment Update August 2024

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## Social Work Vacant Posts

- Improved position following student streamlining in June 24. However due to ongoing supply issues the vacancy position will deteriorate rapidly until June 2025
- Trends indicate that by Oct / Nov supply becomes zero and we can only move existing SW staff around services.
- From Oct / Nov the 5 HSC's and external SW agencies begin competing for the same small pool of SW staff.
- Children and Young People Division remains disadvantaged service since 2021



2024 New supply joins workforce



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Openness & Honesty



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# The Social Work Supply Dilemma

Our NT SW workforce data source shows there has been a 34% increase in our whole time equivalent social workers from June 2020 to June 2024. Under the Social Work Workforce Review Board 2022 there was a recommendation to increase university places by 60 per year in order to address the historic deficit, however to date that has not happened, therefore potential increase to the actual workforce will not be realised until at least 2027. 20 additional places have been identified in Sept 2024 however these are ring-fenced for developing GP MDT's.

There have been at least 480 new SW posts introduced to the HSC system between from 2017 to 2024. (97 within NT)



The number of social work students was reduced in 2011 from 300 to 260, due to economic constraints in the public sector at that time. The five year average of social work students completing the social work course is 225 each year (out of 260). The average total number of SW vacancies across HSC's in June 2024 was 258

Children's Community services are significantly disadvantaged with a continued shortage in supply of social workers regionally. Many teams are continuously working at staffing levels significantly below that which is funded or necessary to be able to meet service demands



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## When supply deteriorates...

- In June 2023 the Trust appointed 44 Newly Qualified Social Workers. This significantly reduced the trust wide SW vacancy levels.
- 6 months later (Dec 2023) vacancy levels spike again with no fresh workforce supply.
- 90% of vacancy in Dec 2023 relate to staff movement between programmes, internal promotion or retirement.
- The Northern Trust enjoys very low attrition rates for SW and does not have a high level of SW staff leaving the organisation.



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# Maximising Newly Qualified Social Work Recruitment



The NHSCT continues to enjoy good results from the fast tracking of final year Social Work Degree Students into the workforce via the Health Sector Talent portal. This year 63 NQSW expressed NHSCT as their first choice employer.

Following previous recruitment cycles in 22/23 and 23/24, the NHSCT usually appoints between 35-45 NQSW staff via the fast track exercise. However from Oct – May (until new supply becomes available) The NHSCT carries an average vacancy position of 35-48 SW posts.

At the time of job matching NHSCT was hosting 41 of these 63 NQSW on their final practice-learning placement. The 41 NQSW hosted by NHSCT indicated their preference to remain in the NHSCT. In June 2024 the NHSCT appointed 53 NQSW (largest single recruitment since June 2020).

An alternative approach, was progressed this year offering every NQSW who expressed an interest in NHSCT an employment contract. Some NQSW were matched into “at risk” posts which have been kept under review and moved into the next permanent vacancy that arises. There are currently 7 of these posts remaining.

## Workforce Stabilisation Ceasing SW Agency use in NHSCT



The NHSCT recognised the extremely valuable contribution made by Social Workers who were employed by recruitment agencies in the delivery of high quality, safe and effect care Social Work Services. It is also recognised however that in order to maximise the quality of that care we require a stable and highly skilled workforce. Too often SW students were preferring to accept work with agencies rather than accept permanent contracts in HSC's. Their motivation was led by competitive payment rates, which often surpassed the Band 5/6 salary available in HSC's.

Landmark for social work in HSC Trusts is welcomed

Date published: 30 June 2023

The use of agency social workers is ceasing in all Northern Ireland's Health and Social Care Trusts from today.

Ireland's Health and Social Care Trusts from today:  
The use of agency social workers is ceasing in all Northern

The use of Off-contract agencies will cease by 31st March 2023.

The use of On-Contracted agencies will cease by 30th June 2023.

8 Off-contracted agency SW staff moved into Trust Contracts in March 2023.

15 On-contracted Agency SW staff moved into Trust Contracts in March 2023.

All of these staff moved into vacant posts that had existing agency cover, subsequently the completion of ceasing agency use in SW did not increase our supply in NHSCT

There has been no Social Work agency staff employed within NHSCT since June 2023



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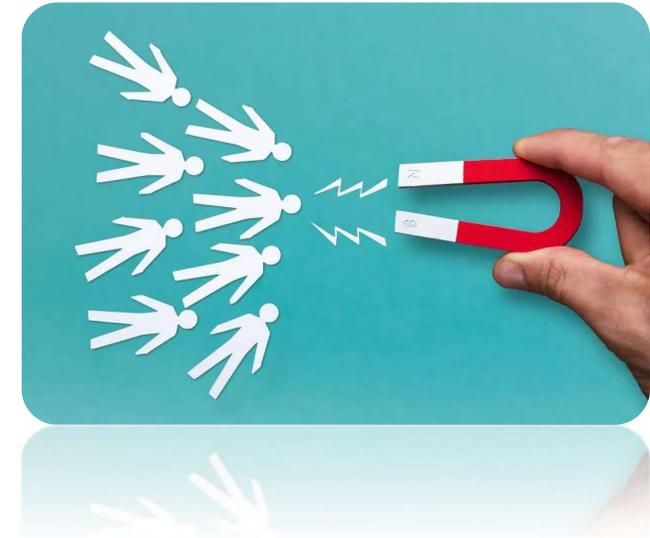
## Retaining our Newly Qualified Social Workers

Update:

- ❖ Major focus on our Social Workers and their wellbeing
- ❖ Significant investment and prioritisation of NHSCT Professional SW Mentoring Scheme
- ❖ Maximising placements (NHSCT currently biggest SW practice learning provider in the region).
- ❖ Flexible Working & Hybrid Working Policies implemented effectively
- ❖ Supporting to work longer/Retire & Return / Bank
- ❖ Exit interviews vs Stay conversations

Key issues:

- ❖ Impact on career progression within CYP Social Work, comparison with ASG / ASWs
- ❖ Workforce change required, CSR workforce recommendations need implemented at pace
- ❖ Ability to release staff to new roles and promotions is becoming increasingly challenging
- ❖ Retention remains challenging until safe staffing and supply is addressed



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## Enable our talent



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