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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	13th November 2018	Agenda Item	2c
Report Title	Registered Nursing Recruitment and Retention Update		
Report Author	Sharon Vickery, Assistant Director of Workforce Louise Joseph, Assistant Director of Workforce and OD		
Report Sponsor	Hazel Robinson, Director of Workforce and OD		
Presented by	Hazel Robinson, Director of Workforce and OD		
Freedom of Information			
Purpose of the Report	The purpose of the report is to provide an analysis of vacancies and recruitment and retention challenges current faced by the Health Board. This paper will address the position within the nursing and medical professions.		
Key Issues	<p>Recruitment and retention of medical and nursing staff present a significant risk to the Health Board. Current staff shortages impact directly on the delivery of service and financial targets, quality and safety of patient care and the wellbeing of the workforce.</p> <p>The report outlines the current levels of vacancy and turnover for medical and nursing staff and outline plans to address the current position to reduce vacancy levels and turnover.</p>		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
Recommendations	<p>The committee is asked to:</p> <ul style="list-style-type: none"> - Note the contents of the paper and the progress made and planned to address nursing and medical vacancies. - Advise on further updates required to provide assurance on progress and delivery of plans. 		

REGISTERED NURSING RECRUITMENT AND RETENTION UPDATE

1. INTRODUCTION

The purpose of the report is to provide an analysis of current vacancies and turnover for medical and nursing staff and outlines plans to address and reduce the current levels of vacancies within the Health Board.

The purpose of this paper is to provide an analysis of vacancies and recruitment and retention challenges current faced by the Health Board. This paper will address the position within the nursing and medical professions.

Recruitment and retention of clinical staff is a key strategic concern, not only for ABMU, but more widely across NHS Wales and all other part of the health care sector within the UK. High levels of vacancies and staff turnover materially impact on organisational performance and the delivery of performance targets. It drives costs into the system through undesirable levels of bank, agency and locum usage. There is also a recognised impact on patient staff, quality and patient/service user experience. The impact on staff moral and well-being is also well recognised and detrimental to staff experience and engagement levels.

The paper also goes on to explore actions currently being taken or planned by ABMU and will also highlight further work that needs to address as an urgent need to address and improve the current position.

2. CURRENT POSITION REGISTERED NURSES

Registered Nurse Vacancies

The table below provides a comparison of funded establishments against staff in post since April 2013 (CNO guiding principles introduced in 2013).

	Funded Establishment FTE	Actual Staff in Post FTE	Vacancy level FTE	Vacancy level %
April 2013	4350.77	4299.99	50.78	1.17%
April 2014	4552.98 (+202.21)	4431.00 (+131.01)	121.98	2.68%
April 2015	4618.43 (+65.45)	4458.45 (+27.45)	159.98	3.46%
April 2016	4708.08 (+89.65)	4473.74 (+15.29)	234.34	4.98%
April 2017	4795.49 (+87.41)	4489.10 (+15.36)	306.39	6.39%
April 2018	4858.37 (+62.88)	4478.32 (-10.78)	380.05	7.82%
Movement 13-18	+507.60	+178.33		
Sept 2018	4896.73 (+38.36)	4429.75 (-48.57)	466.98	9.54%

This table indicates that whilst the number of registered nurses in post has increased over time, the required level of nursing has increased at a greater rate, therefore increasing our level and % of vacancies.

The increase in required nursing levels reflects CNO guiding principles which have been implemented over time, including setting relief cover at 26.9% across all ward areas along with introduction of new capacity/services/service models.

Staff on post has reduced over the last 12/18 months.

Over the same time frame there has been an overall increase in registered nurses across NHS Wales of 640.75 FTE. ABMU has had 27.8% of this overall increase in registered nurse staffing levels.

The recent benchmarking exercise, which has not yet been finalised has identified almost 3000 registered nurse vacancies across the 7 Welsh Health Boards, this equates to a vacancy rate of around 12%. Against this benchmark ratio ABMU has a lower vacancy % rate, which currently stands at 9.54% in September 2018.

The table below provides a breakdown of vacancy by A4C bands 5-7.

Grade	Budgeted FTE	Staff in Post FTE	Under/Over Establishment	Vacancy %
Band 5	2,697	2,385	(312)	11.57%
Band 6	1,233	1,195	(38)	3.10%
Band 7	755	711	(44)	5.8%

The table below identifies areas of the Health Board which are vacancy 'hot spots' which highlight those areas with vacancy levels in excess of 10%.

Unit	Band	Vacancy FTE	Vacancy %
MH&LD	Band 5	48	12.45%
Morrison	Band 5	137	12.89%
NPT	Band 6	13	11.91%
PC&C	Band 5	25	10.05%
POW	Band 5	56	12.41%

Registered Nurse Turnover and Stability

Between October 2017 and September 2018 the registered nurse turnover rate is reported at **8.50%**. The turnover trend has been improving (falling) over recent months. This equates to 424 nurse leavers.

The labour stability index for the same period is **91.16%**. This measure donates the number of nurses who were in post at the start of the period with those remaining at the end of the period. I.e. of the 4991 nurses employed at October 2017, 4550 of these nurses remained in September 2018.

The table below highlights turnover by A4C pay band.

Pay Band	No of Leavers	% Turnover
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Band 5	264	9.75%
Band 6	84	6.28%
Band 7	58	7.58%
Band 8A and above	18	8.45%

Clarity on the reasons for nurses leaving is important, to understand the reasons that are driving nurses to leave.

Of the leavers the following table identifies those that are made through choice – promotion, career development (and potentially could have been retained) and those who have left for other reason e.g. retirement, dismissal etc.

Reason for leaving	Number	%
Discretionary – e.g. promotion	229	54%
Other turnover e.g. retirement	195	46%
Total	424	100%

Finally, the table below reports turnover by length of service. In the past there have been concerns that nurse turnover is high in the first year or two of employment.

Band	< 1 year	1-2 years	2-5 years	5-10 years	10 + years	Total
Band 5	40	52	52	31	89	264
Band 6	4	5	11	15	49	84
Band 7	1	6	10	4	36	57
Band 8A +	0	3	2	3	11	19
Total	45	66	76	53	184	424

This indicates that 10.6% of all new starters leave within the first year of employment and nearly 26.1% leave within the first two years. For band 5 nurses the figures are 9.9% within first year and 21.7% within first two years.

Exit Interview Processes

There is currently no health board wide consistent and comprehensive approach to conducting exit interviews. This process is key to understand why staff leave and to inform strategies to address underlying issues.

Work is underway to address this and a number of solutions are being considered:

- Expanding the pilot exit interview process undertaken within nursing. The limitations are that this is a paper driven process which will be difficult to manage and is unlikely to provide a robust, sustainable solution.
- Utilise the new ESR exit interview functionality. This is not yet fully live and further national work is being undertaken to ensure the product is fully fit for purpose. This is anticipated to be completed by the end of the calendar year.

This would provide an electronic system which would be able to be utilised Health Board wide and is free of charge as part as the national ESR contract.

- Explore the procurement of an exit interview system and process managed by a third party provider. There are many systems on the market at competitive rates which provide comprehensive electronic solutions.

A recommendation will be developed for consideration by the Executive Team in early 2019.

Key Messages

- Current vacancy levels – 467 FTE, 9.54% of registered nursing establishment
- Registered nursing staff in post has increased since 2013 but has fallen back over last 12/18 months
- Current vacancy % lower than NHS Wales average
- Band 5 reports the highest level of vacancies at 11.5%
- There are a number of recruitment hot spots within ABMU, mostly at band 5 level
- Turnover rates have fallen to 8.5%, with turnover highest at band 5 level at 9.75%
- 56% of turnover is discretionary, made through choice
- Over one quarter of new starters leave within the first two years of employment
- A comprehensive and sustainable exit interview process is needed

A full breakdown of this information is attached as Appendix 1.

3. NURSE RECRUITMENT ACTIVITY AND STRATEGIC APPROACHES

Recruitment Success

The information below outlines recruitment activity and success rates over the last 12 months. Further detail is provided in Appendix 2.

Unit	Post Advertised	Posts Filled	Partially Filled	Not Filled	Success Rate
Morryston	173	68	27	78	64%
Singleton	135	47	28	60	68%
NPT	68	28	13	27	70%
MH&LD	155	77	9	69	65%

International Recruitment

Due to the UK nurse shortage the Health Board commenced overseas recruitment in July 2015. The initial activity focussed on recruiting nurses from within the European Union (EU). Whilst we had success in the recruitment of EU qualified nurses we faced a number of challenges. The main one being the low numbers of these nurses who were able to successfully gain the International English Language Testing System (IELTS) at Level 7 which is a Nursing Midwifery Council (NMC) requirement which contributed to the high levels of resignations from those initially recruited. Additionally we also encountered fairly high numbers of leavers from those who

gained registration most who gained employment in or near London. From the almost 200 nurses that originally arrived with us only 70 remain employed with us as registered nurses.

In 2016 we commenced via our all Wales appointed agent, two nurse recruitment trips to the Philippines these resulted in over 400 offers being made of employment with us. However the challenge has been similar to the EU workforce in that there has been a slow pass rate of the IELTS, which for the Philippine workforce they have to pass as part of the immigration process. The effect being that out of the initial number of offers, to date we have only had 30 arrivals to date who have gone on to successfully become registered nurses. With a further 5/6 planned at the end of 2018 early 2019. However the main advantage is that once registered our Philippine nurses remain in our employ and are not looking to move to bigger cities etc.

We have recently been exploring further options of nurses from Dubai and India but due to the challenges already encountered above recognise that we have to change our overall approach. For this reason we are in the process of preparing a mini tendering exercise which will be aimed at suppliers who are able to provide overseas qualified nurses who already have the requisite English language requirements prior to recruitment. Whilst this will result in fewer numbers overall being recruited it will mean the nurses that arrive with us will in the majority of circumstances become registered nurses with us.

We continue to undertake local recruitment activity via regionally organised nurse recruitment days which ensure we are not duplicating efforts across our hospital sites. These are heavily advertised across social media platforms via our communications team.

We have also been part of the Welsh Student Streamlining project which is aimed at developing a more efficient process of recruiting nurse students from Welsh universities without the need for formal interviews.

Additional activity to grow our own nursing workforce currently includes:

Eleven of our Health Care Support Workers (HCSW's) undertaking a part time degree in nursing. Seven commenced in September 2017 on a four-year programme, the remainder commenced in January 2018 on a two year nine month programme. We also secured further external funding to offer similar places to Thirteen HCSW's in 18/19.

A further thirteen of our HCSW's are currently undertaking a two-year master's programme and eight HCSW's with overseas registration have recently commenced a programme developed with Swansea University to become registered nurses in the UK.

'Growing our Own'

Our Apprenticeship Academy provides apprenticeship opportunities for individuals wishing to pursue a health care career. Since the Academy launched in 2016, 165 individuals have been supported through our Academy in a range of clinical and non-clinical areas. Whilst undertaking the apprenticeship role, individuals also study a

Level 2 qualification with Neath Port Talbot College. At the end of their apprenticeship, apprentices are able to apply for roles within the Health Board or pursue higher apprenticeships.

To date, a total of 18 HCSW have completed apprenticeships on our medical and surgical wards, theatres, physiotherapy, speech and language therapy, audiology and discharge lounge. Following their apprenticeship, 15 have secured permanent employment as HCSWs in ABMU and 1 is accessing a higher apprenticeship route in speech and language therapy. Our experience over the past 18 months has demonstrated that the apprenticeship route is an effective talent pipeline for recruiting our future HCSWs and a further 13 HCSW apprenticeship opportunities were created in Morriston Hospital's medical and surgical wards. The selection process for these posts has already taken place and the apprentices will join us in December 2018.

ABMU has also undertaken a number of 'grow your own' initiatives to increase the Registered Nurse workforce. In 2017, new and flexible career pathways were developed, enabling existing HCSWs to train to become registered nurses. In partnership with Swansea University, two new education pathways were developed to support this transition;

- **BSc (HONs) part-time nursing degree (Adult, Child and Mental Health)**

The part time nursing degree enables existing Health Care Support Workers to continue working and earning and study part time over a period of 4 years. In 2017, ABMU filled the 11 commissioned places; Seven HCSWs commenced a 4-year programme in September 2017 and four commenced a shorter programme of 2 years 9 months in January 2018. The length of programme is determined by the entry level of the HCSW, which is dependent on their qualifications. The programme is 22.5 hours per week and jointly funded by WEDS and the Service Delivery Units. A key component of this programme is that our HCSWs commit to working for the Health Board for four years post registration. For 2018/19 entry, our 13 commissioned places have been filled and a further 2 places have been allocated. We expect to see an increase in this part-time route year on year and could fill more places if they were available.

- **programme for Internationally Educated Nurses (IENs) to attain UK NMC registration**

An intensive IEN IELTS 13-week programme was developed in partnership with Swansea University Language School and Hywel Dda Health Boards in 2017. The initial programme included 10 HCSWs from Hywel Dda and 7 from ABMU who were assessed on their ability to achieve Level 7 to satisfy the NMC requirements. In total only 2 HCSWs passed the IELTS exam from ABMU and the disappointing outcome has prevented the second stage of the programme commencing as planned. However, an alternative option of English language training is currently being considered to allow the HCSWs the opportunity to sit the OET which is an alternative test accepted by the NMC and was introduced in October 2017. WEDS (HEIW) have agreed to fund this training and arrangements are being made with a local provider. If this programme proves to be successful, further recruitment could be initiated.

A further full time pathway was developed during 2017:

- **MSc Nursing (Adult, Child and Mental Health)**

In September 2017, a new MSc Nursing (Adult, Child and Mental Health) programme at Swansea University was introduced. This is a two year programme and offers an additional route for HCSWs to train to become a registrant. In its first cohort, thirteen ABMU HCSWs were successful in gaining places. This programme is full time and open to graduates with a 2:2 degree or above who have a minimum of 750 hours' experience of working in a healthcare environment. There is currently no Health Board financial support for this programme and HCSWs who enrol become full time students for two years and leave their HCSW post, although some do maintain a bank contract. Tuition fees are WEDS/HEIW funded and students are eligible for a non-means tested bursary.

HCSWs who wish to pursue a nursing degree programme, are also able to apply once they have gained the HE Cert. This level 4 qualification enables HCSWs to enter at year 2 of the full time nursing degree programme. This option has been available to HCSWs for many years and full funding is available via WEDS/HEIW.

And for the future:

A new flexible opportunity will be available in 2019 to our HCSWs via the Open University Nursing Degree. ABMU has been allocated 3 allocated places for the four year distance learning programme. Thirteen candidates have been shortlisted and interviews will take place early November. It is the first time for Wales to offer the OU nursing degree, although it is well established in Ireland and in other parts of the UK. The entry requirements are less than nursing degree programmes in our Welsh universities and therefore this could allow opportunities for HCSWs who would not normally meet the academic entry level for a nursing degree.

Nurse Recruitment Strategy 'Think Tank'

A recruitment 'Think Tank' has recently been to explore the development of recruitment and retention strategies for nursing. A number of areas were explored which are summarised below:

- How to improve and streamline recruitment end to end processes
- Maximising the benefits of the student streamlining process– automatic post off to all new registrants without interview. Aligned to new nurse bursary system
- Strategies to attract nurses from out of area (specifically with skills)
- HCSW recruitment
- Bank recruitment
- Apprenticeships and how this links to HCWS development
- Overview of recruitment events across the Health Board (timely management, marketing, occ health, support, facilities)
- Joining up campaigns with national Train, Work Live campaign
- Talent pool within TRAC ('keep people on file who are not successful but are appointable') to offer alternative positions
- External job fairs – how do we maximise the benefit of these?
- Uniformed approach to interviewing processes

4. MEDICAL RECRUITMENT

The following section provides an explanation of the range of grades of medical staff and the difference approaches to recruitment of each of these.

All training grade doctors are recruited via the Wales Deanery (now part of HEIW), if the Deanery are unable to recruit into a vacancy it is passed to the Health Board to recruit a Locum Appointment to Service (LAS), which is a fixed term post for the duration of the vacancy. Unfortunately, LAS post are not approved for training and are therefore not as attractive to junior doctors. The Health Board recruits all non-training grade appointments.

If the Health Board requires doctors to work alongside a trainee in a like for like post then the doctor is placed into either a Junior Clinical Fellow or Senior Clinical Fellow post dependant on the equivalent grade of trainee.

Specialty and Associate Specialist (SAS) doctors are career grade doctors. The Associate Specialist is a closed grade and therefore the Health Board can only recruit to Specialty Doctors however, if an Associate Specialist applies for a Specialty Doctor post on first day of employment it has been agreed in Wales that the doctor can be changed to an Associate Specialist.

All Consultant posts are required to follow The National Health Service (Appointment of Consultants) Regulations 1996.

Attached is a breakdown of the current Medical vacancies as at 31st October 2018 actively being advertised it does not include any posts the Directorates may have placed on hold or have not uploaded onto TRAC. Information attached as Appendix 3.

Below is a table providing an overview of some of the specialties within Morryston Unit that consistently experience vacancies, Morryston Unit has been chosen as it has the highest number of training posts;

Dept & Level	No Posts	Vacancies 2015	Vacancies 2016	Vacancies 2017	Vacancies 2018
T&O 1 st tier	12	3	4	2	4
2 nd tier	12	3	1	2	2
Surgery 2 nd tier	12	2	2	1	3
3 rd tier	11	1	2	1	2
Cardiothoracic 1 st tier	8	5	4	5	3

5. MEDICAL RECRUITMENT DIFFICULTIES

In recent years, there have been changes to the immigration rules applied to doctors within the UK plus changes to training and number of posts available. This has resulted in a reduction of overseas doctors wishing to come to the UK to train/work; there has also been a significant increase in the number of doctors requesting to train less than fulltime. Both of these situations have had a significant impact on rotas and delivery of service.

The introduction of the Deanery Educational Contract has also had an impact on the Health Boards delivery of services and training, the main issue is the introduction of 1:11 rotas. The frequency of a rota relates to non-resident on-call rotas only and does not relate to shift working patterns therefore the 1:11 is not relevant to shift rotas. The increase in the number of doctors required to work a 1:11 rota has resulted in vacancies that previously were not part of the Health Board establishment. A review of the rotas has been agreed and Kendall Bluck has been contracted to work in the Emergency Department at Morriston and to undertake a review of all junior doctor rotas, across the Health Board and work will be commencing shortly.

SAS doctors in hard to fill areas are turning down posts and moving across to England as higher salaries are being offered outside of the T&Cs.

Consultants are a key part of the NHS workforce, they represent a significant investment for the individual Consultant and the Health Board. They are also a limited resource and not always readily replaced and with some of the changes to the number of training doctors, this may affect the number of 'home-grown' training grades coming through the system to replace retiring Consultant and new Consultant posts. We also need to factor in the change to the pension scheme as some Consultants may take early retirement to protect pension sums; we need to ensure that Directorates are looking at careful succession planning to avoid the risk of having an unsustainable service going forward.

Due to the difficulties experienced within most departments there has been a need to retain some agency locums long term. A review of long term locums revealed departments found it necessary to retain these agency doctors due to the overall vacancies they are experiencing on various tiers of rotas. This has meant that although the doctor is considered a long-term locum they may have covered various vacancies at different levels plus on different sites. Therefore Medical HR have considered the overall position and following discussion with departments have requested that the Consultants at interview consider appointing doctors at various levels not only for the level being interviewed. Medical HR have also requested Medacs to provide CV's for permanent recruitment where there are a number of vacancies, vacancies at another grade or if it is considered that the department may not be successful in recruiting following interviews.

6. WHAT HAVE WE DONE?

2016 - The Health Board participated with HCL and Medacs Agencies in an International and European Recruitment campaign, interviewing in Dubai and India. This was successful and the Health Board saw 14 doctors commence employment.

The Medicine Department for Singleton and Morriston participated in recruitment of doctors to the Medical Training Initiative (MTI) Scheme via the Royal College of Physicians, which was also successful, and all 7 doctors interviewed commenced employment.

There was an All Wales initiative with BAPIO in 2016, which 6 Health Boards participated in. ABMU saw 11 doctors commence employment from this initiative.

The Medical Workforce Department were made aware of vacancies in Anaesthesia and linked with Medacs Agency who at that time were attending the European Congress of Anaesthesia Conference in London with the primary aim to identify future medical talent taking into account the vacancies within the Health Board building relationships and expanding contacts within the UK. This did not result in any recruitment for the Health Board.

The GAMET conference was held in India In March 2016, the Health Board joined Medacs to promote the Emergency Department, and a Health Board SAS doctor attended the stand from Morriston ED. The Health Board provided banners and flyers to support the advertising at the conference. This did not result in any recruitment for the Health Board.

2017 - Wales joined BAPIO for a second recruitment initiative and interviewed in Mumbai and Delhi. This initiative was successful and the Health Board appointed 17 doctors 3 of which have commenced in post, 14 are at various stages of gaining the relevant requirements for working within the UK. The lead in time for these doctors can be between 4 – 12 months however, experience to date is that doctors remain in post for the period of the contract unlike agency recruitment, which has seen doctors leave their employment early and move elsewhere.

Every year the Health Board participates on an all Wales basis in the BMJ London Careers Fair held every October, which is organised by the WG. All live vacancies are published and the aim from this is to again build relationships, networking and selling Wales as a whole; however, this does not prove very successful as a recruitment aid for ABMU.

7. WHAT HAVE WE PLANNED?

Participating in the All Wales BAPIO Campaign in November 2018. At present the Health Board have identified thirty-nine posts to be included in this initiative. The specialties included in the initiative are T&O, Surgery, Medicine, Emergency Medicine, Mental Health, Paediatrics, Ophthalmology and Anaesthetics. For this round, BAPIO are informing candidates to sit either the IELTS or OET language tests as soon as they apply and it is hoped this will help to reduce the time from recruitment to commencing employment.

A number of the BAPIO posts are at a junior clinical fellow level and the Royal College will only sponsor senior clinical fellows at ST4 and above. It has been agreed doctors will be assessed at interview on their level of experience, those at a more junior level will be asked if they wish to take up the offer of employment under a Tier 2 visa. It is anticipated that applications for Tier 2 visas will be successful following the changes to visa restrictions by the Home Office, which no longer

requires applications for doctors to be submitted and considered in the Tier 2 visa monthly allocations.

8. POTENTIAL RECRUITMENT SOLUTIONS

- The Health Board organises their own overseas recruitment campaign using Consultant contacts with institutes in various countries. Interviews could be held via Skype or overseas and organised without agency or BAPIO, which would have a reduced cost to the Health Board.
- Enhance the induction/cultural induction to Wales and the Health Board for overseas doctors. This is already in place, but may benefit from a refresh. This measure will make it easier to recruit and retain doctors and will enhance the Health Board's reputation for future recruitment campaigns.
- Consider an increase to the relocation package for all overseas doctors from £3,000 to £5,000 in line with the BAPIO initiative.
- Develop innovative rotations between different specialities, which may be of interest to doctors.
- Develop exchange programmes with different countries.
- Participate in recruitment fairs and events.
- Optimise our relationship with the BMJ to enhance our position in the market and consider flexible recruitment packages, Appendix 3
- Develop innovative solutions such as the SAS development programme they have utilised in a number of English Trusts to support the SAS doctors through the CESR route to become consultants. This has worked very well in ED and they now have a considerable number who can be appointed at consultant level.
- Enhance use of social media i.e. Facebook, Twitter, Linkdin
- ABMU job fairs and open days
- Professional networking by Consultants with organisations within and outside UK
- Clinical Observerships, advertise to allow doctors the opportunity to visit the UK and gain understanding of differences in practise and culture. This also allows the Health Board to assess clinical skills and if appropriate potentially employ the doctor. Previously this scheme was very successful in recruiting doctors to vacancies, this changed with immigration changes and lack of Consultant 'buy in'. However, if arranged with benefits to both doctors and Health Board could prove successful. The Health Board if considering this option should also consider offering a bursary, free accommodation etc. to encourage applicants.
- Locum Bank, there will be an opportunity to advertise and promote the Health Board to encourage doctors to work as locums but also potentially to move from a

'jobbing locum' to NHS. The Health Board should consider opportunities such as junior doctor induction to register doctors onto the bank.

- Consider branding for the Health Board when advertising that will reinforce the Health Boards values supported by a brochure that gives an overview of the organisation and details the benefits of working in Wales and specifically for ABMU.
- Recent discussions with Royal College Glasgow has identified their wish to work with NHS Wales and can offer benefits for all MTI doctors recruited via BAPIO and Health Board. They are also formalising a proposal for Wales, which would include an International Advisor Network with various countries. This will be a Wales initiative if taken forward.
- Consider over establishing, currently when posts returned to the Health Board by the Deanery for recruitment they are fixed term appointments however, looking at the table provided in this document it is evident that although vacancies vary in number they are consistently experienced within many departments. Therefore, if recruiting longer term or permanent and if the Deanery did recruit to all posts it is likely to be for brief periods only that the department may be over established.

9. NEXT STEPS

Work has commenced in conjunction with the Director of Nursing on the development of a wide ranging Registered Nurse Recruitment and Retention Strategy.

Early discussions are planned with the incoming Medical Director to agree a strategic approach to medical recruitment and the development of a Medical Recruitment Strategy.

10. RECOMMENDATIONS

The Workforce and OD Committee is asked to:

- Note the contents of the paper and the progress made and planned to address nursing and medical vacancies
- Advise on further updates required to provide assurance on progress and delivery of plans

Governance and Assurance							
Link to corporate objectives (please ✓)	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
						✓	
Link to Health and Care Standards (please ✓)	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
			✓				
Quality, Safety and Patient Experience							
Workforce and OD is an integral part of the governance structure which supports quality, safety and patient experience. High levels of vacancies may impact of quality and safety of patient care.							
Financial Implications							
High level of vacancies drive staffing costs up through the use of agency and locum staff.							
Legal Implications (including equality and diversity assessment)							
Ability to meet the requirements of the Nurse Staffing Act.							
Staffing Implications							
High levels of vacancies impact on the well-being of staff and can contribute to increased workforce stress.							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015 - https://futuregenerations.wales/about-us/future-generations-act/)							
The decision to establish a workforce and OD forum will help shape the long-term governance arrangements for the health board.							
Report History	First report to the committee.						
Appendices	Appendix 1 – Turnover and Stability information Appendix 2 – Vacancy success reports by organisation unit Appendix 3 – Copy of combined vacancy report						

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Morrison Hospital - Medical & Dental (excluding Locum, Bank & Honorary)

Period Turnover

Org L5	Headcount
130 SDU - Morrison Hospital - Div	12.72%

Labour Turnover Rate

Starters Headcount	32
Starters FTE	29.60
Avg Headcount	322.25
Leavers Headcount	41
LTR Headcount %	12.72
Avg FTE	308.23
Leavers FTE	37.61
LTR FTE %	12.20

Labour Stability %

		Start	End	Remain	Index
130 SDU - Morrison Hospital - Div	Headcount	323	321	286	88.54%
	Assignment Count	323	321	286	88.54%

323 Employees were in post at the start of the period, with 286 remaining at the end meaning 88.54% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Closed)	13.83	13.11	1	0.40	4	3.90	28.92%	29.75%
Clinical Assistant	1.00	0.91	0		0		0.00%	0.00%
Consultant	274.33	263.51	16	14.20	26	22.90	9.48%	8.69%
Specialty Doctor	21.33	18.96	2	2.00	2	1.81	9.38%	9.56%
Staff Grade (Closed)	1.00	1.00	0		0		0.00%	0.00%
Trust Grade Doctor - Specialty Registrar	10.75	10.75	13	13.00	9	9.00	83.72%	83.72%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
MC01	1.00	1.00	1	0.40	1	1.00	100.00%	100.00%
MC41	12.92	12.19	0		3	2.90	23.23%	23.79%
MC46	18.83	17.45	1	1.00	0		0.00%	0.00%
MD41	1.00	0.82	0		0		0.00%	0.00%
ME21	0.00	0.09	0		0		0.00%	0.00%
MH03	1.00	1.00	0		0		0.00%	0.00%
MN37	10.75	10.75	13	13.00	9	9.00	83.72%	83.72%
MN39	1.50	1.41	1	1.00	2	1.81	133.33%	128.89%
MQ00	1.00	0.10	0		0		0.00%	0.00%
ZM81	253.08	245.54	12	10.20	18	15.90	7.11%	6.48%
ZM82	12.67	12.46	4	4.00	7	6.80	55.26%	54.58%
ZM83	8.58	5.52	0		1	0.20	11.65%	3.63%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Death in Service	End of Fixed Term Contract	End of Fixed Term Contract - Other	Retirement Age	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation
Associate Specialist (Closed)				4				
Consultant	1	4		8	1	10	1	1
Specialty Doctor		2						
Trust Grade Doctor - Specialty Registrar		8	1					
Grand Total	1	14	1	12	1	10	1	1

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Death in Service	End of Fixed Term Contract	End of Fixed Term Contract - Other	Retirement Age	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation
CYM MC01 Associate Specialist				1				
CYM MC41 Associate Specialist New Contract				3				
CYM MN37 Specialty Registrar		8	1					
CYM MN39 Specialty Registrar Core training		2						
CYM ZM81 Consultant		2		8	1	6		1
CYM ZM82 Consultant Locum	1	1				4	1	
CYM ZM83 Consultant Locum Max		1						
Grand Total	1	14	1	12	1	10	1	1

Leavers by Length of Service and Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years	
Associate Specialist (Closed)								1	2	1
Consultant	5	1	5	3	2	1	5	3	1	
Specialty Doctor			2							
Trust Grade Doctor - Specialty Registrar	5	4								
Grand Total	10	5	7	3	2	1	6	5	2	

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
CYM MC01 Associate Specialist								1	
CYM MC41 Associate Specialist New Contract							1	1	1
CYM MN37 Specialty Registrar	5	4							
CYM MN39 Specialty Registrar Core training			2						
CYM ZM81 Consultant	2		3	2	2	1	5	3	
CYM ZM82 Consultant Locum	3	1	1	1					1
CYM ZM83 Consultant Locum Max			1						
Grand Total	10	5	7	3	2	1	6	5	2

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Morrison Hospital - Nursing & Midwifery (excluding Bank)

Period Turnover

Org L5	Headcount
130 SDU - Morrison Hospital - Div	8.14%

Labour Turnover Rate

Starters Headcount	132
Starters FTE	119.72
Avg Headcount	1,474.92
Leavers Headcount	120
LTR Headcount %	8.14
Avg FTE	1,309.69
Leavers FTE	102.61
LTR FTE %	7.83

Labour Stability %

		Start	End	Remain	Index
130 SDU - Morrison Hospital - Div	Headcount	1,475	1,496	1,305	88.47%
	Assignment Count	1,482	1,503	1,309	88.33%

1,475 Employees were in post at the start of the period, with 1,305 remaining at the end meaning 88.47% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Advanced Practitioner	13.00	13.00	0		0		0.00%	0.00%
Modern Matron	13.17	13.12	2	1.43	5	5.00	37.97%	38.11%
Nurse Consultant	1.00	0.69	0		0		0.00%	0.00%
Nurse Manager	15.75	15.42	2	2.00	2	2.00	12.70%	12.97%
Sister/Charge Nurse	213.50	197.23	3	3.00	12	11.27	5.62%	5.71%
Specialist Nurse Practitioner	162.17	151.39	2	1.40	7	5.29	4.32%	3.50%
Staff Nurse	1,056.33	918.84	123	111.89	94	79.05	8.90%	8.60%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
NQ00	1.00	1.00	0		0		0.00%	0.00%
XR05	1,021.83	884.86	121	110.69	96	81.65	9.39%	9.23%
XR06	214.58	200.13	5	4.20	8	6.67	3.73%	3.33%
XR07	190.00	177.09	1	0.40	10	8.29	5.26%	4.68%
XR08	37.25	37.07	3	2.43	5	5.00	13.42%	13.49%
XR09	5.33	4.63	1	1.00	0		0.00%	0.00%
XR10	4.92	4.92	1	1.00	1	1.00	20.34%	20.34%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Dismissal - Capability	Dismissal - Conduct	Dismissal - Some Other Substantial Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Redundancy - Voluntary	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - with Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Incompatible Working Relationships	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance	
Modern Matron										4	1										
Nurse Manager					1					1											
Sister/Charge Nurse										4			1	1					3	2	1
Specialist Nurse Practitioner								1		4								2			
Staff Nurse	3	1	1	2			1	1	1	10	1	2		1	4	1	23	4	28	10	
Grand Total	3	1	1	2	1	1	1	1	1	23	2	2	1	2	4	1	25	7	30	11	

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Dismissal - Capability	Dismissal - Conduct	Dismissal - Some Other Substantial Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Redundancy - Voluntary	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - with Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Incompatible Working Relationships	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance
CYM XR05 Review Body Band 5	3	1	1	2			1	1	1	12	1	2		1	4	1	22	4	29	10
CYM XR06 Review Body Band 6													1	1			1	3	1	1
CYM XR07 Review Body Band 7								1		7							2			
CYM XR08 Review Body Band 8 - Range										4	1									
CYM XR10 Review Body Band 8 - Range					1															
Grand Total	3	1	1	2	1	1	1	1	1	23	2	2	1	2	4	1	25	7	30	11

Leavers by Length of Service and Job Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	>=30 Years
Modern Matron			1			2		2
Nurse Manager		1					1	
Sister/Charge Nurse	1	1	1	1	2	4		2
Specialist Nurse Practitioner				2		2	1	2
Staff Nurse	20	24	17	12	10	6	3	2
Grand Total	21	26	19	15	12	14	5	8

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	>=30 Years
CYM XR05 Review Body Band 5	19	25	17	12	11	7	3	2
CYM XR06 Review Body Band 6	2		1	1	1	3		
CYM XR07 Review Body Band 7				2		2	2	4
CYM XR08 Review Body Band 8 - Range			1			2		2
CYM XR10 Review Body Band 8 - Range		1						
Grand Total	21	26	19	15	12	14	5	8

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Mental Health & Learning Disabilities - Medical & Dental (excluding Locum, Bank & Honorary)

Period Turnover

Org L5	Headcount
130 SDU - Mental Health & Learning Disabilities - Div	14.65%

Labour Turnover Rate

Starters Headcount	7
Starters FTE	6.60
Avg Headcount	68.25
Leavers Headcount	10
LTR Headcount %	14.65
Avg FTE	65.43
Leavers FTE	8.50
LTR FTE %	12.99

Labour Stability %

		Start	End	Remain	Index
130 SDU - Mental Health & Learning Disabilities - Div	Headcount	68	66	58	85.29%
	Assignment Count	68	66	58	85.29%

68 Employees were in post at the start of the period, with 58 remaining at the end meaning 85.29% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Closed)	10.00	9.50	0		0		0.00%	0.00%
Clinical Director - Medical	1.00	1.00	0		0		0.00%	0.00%
Consultant	43.83	41.61	5	4.60	8	6.50	18.25%	15.62%
Specialty Doctor	13.92	13.82	2	2.00	2	2.00	14.37%	14.48%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
MC41	10.00	9.50	0		0		0.00%	0.00%
MC46	13.92	13.82	2	2.00	2	2.00	14.37%	14.48%
ZM81	35.67	33.95	3	2.60	5	4.20	14.02%	12.37%
ZM82	8.08	7.98	2	2.00	2	2.00	24.74%	25.05%
ZM83	1.00	0.30	0		1	0.30	100.00%	100.00%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	End of Fixed Term Contract	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Other/Not Known
Consultant	1	1	3	3
Specialty Doctor	1			1
Grand Total	2	1	3	4

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	End of Fixed Term Contract	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Other/Not Known
CYM MC46 Specialty Doctor	1			1
CYM ZM81 Consultant		1	3	1
CYM ZM82 Consultant Locum				2
CYM ZM83 Consultant Locum Max	1			
Grand Total	2	1	3	4

Leavers by Length of Service and Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years
Consultant		1	1	1	2	3
Specialty Doctor	1			1		
Grand Total	1	1	1	2	2	3

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years
CYM MC46 Specialty Doctor	1			1		
CYM ZM81 Consultant					2	3
CYM ZM82 Consultant Locum			1	1		
CYM ZM83 Consultant Locum Max		1				
Grand Total	1	1	1	2	2	3

Labour Turnover and Stability Information 1 Oct 17 to 30 Sep 18
Mental Health and Learning Disabilities - Nursing and Midwifery (excluding Bank)

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Mental Health & Learning Disabilities - Nursing & Midwifery (excluding Bank)

Period Turnover

Org L5	Headcount
130 SDU - Mental Health & Learning Disabilities - Div	8.25%

Labour Turnover Rate

Starters Headcount	40
Starters FTE	34.76
Avg Headcount	800.33
Leavers Headcount	66
LTR Headcount %	8.25
Avg FTE	736.66
Leavers FTE	58.14
LTR FTE %	7.89

Labour Stability %

		Start	End	Remain	Index
130 SDU - Mental Health & Learning Disabilities - Div	Headcount	807	798	728	90.21%
	Assignment Count	810	807	727	89.75%

807 Employees were in post at the start of the period, with 728 remaining at the end meaning 90.21% of employees were retained.

Labour Turnover Rate - Job Role

Labour Turnover and Stability Information 1 Oct 17 to 30 Sep 18
Mental Health and Learning Disabilities - Nursing and Midwifery (excluding Bank)

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Community Nurse	141.58	133.38	4	3.20	11	9.40	7.77%	7.05%
Community Practitioner	116.42	104.39	6	4.85	10	8.95	8.59%	8.57%
Nurse Consultant	1.00	1.00	1	1.00	1	1.00	100.00%	100.00%
Nurse Manager	38.33	36.66	1	1.00	1	1.00	2.61%	2.73%
Sister/Charge Nurse	76.17	74.56	1	0.91	6	5.50	7.88%	7.38%
Specialist Nurse Practitioner	26.50	26.29	0		1	1.00	3.77%	3.80%
Staff Nurse	400.67	360.72	27	23.80	36	31.29	8.99%	8.68%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
NQ00	1.00	1.00	0		0		0.00%	0.00%
XR05	367.25	328.04	30	26.60	38	32.24	10.35%	9.83%
XR06	289.58	269.46	7	5.16	21	19.40	7.25%	7.20%
XR07	122.67	119.01	1	1.00	5	4.50	4.08%	3.78%
XR08	14.17	13.53	1	1.00	1	1.00	7.06%	7.39%
XR09	5.67	5.63	1	1.00	1	1.00	17.65%	17.75%

Leavers by Leaving Reason and Job Role - Headcount

Labour Turnover and Stability Information 1 Oct 17 to 30 Sep 18
Mental Health and Learning Disabilities - Nursing and Midwifery (excluding Bank)

Job Role	Death in Service	Employee Transfer	End of Fixed Term Contract	Has Not Worked	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance
Community Nurse		1				5			3			1	1
Community Practitioner			1			7				1	1		
Nurse Consultant						1							
Nurse Manager						1							
Sister/Charge Nurse		1				1			1	1	2		
Specialist Nurse Practitioner						1							
Staff Nurse	2			1	2	12	1	1	6	2	6		3
Grand Total	2	2	1	1	2	28	1	1	10	4	9	1	4

Leavers by Leaving Reason and Scale - Headcount

Pay Grade	Death in Service	Employee Transfer	End of Fixed Term Contract	Has Not Worked	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance
CYM XR05 Review Body Band 5	2	1	1	1	2	10	1	1	7	1	6	1	4
CYM XR06 Review Body Band 6		1				14			2	3	1		
CYM XR07 Review Body Band 7						2			1		2		
CYM XR08 Review Body Band 8 - Range A						1							
CYM XR09 Review Body Band 8 - Range B						1							
Grand Total	2	2	1	1	2	28	1	1	10	4	9	1	4

Leavers by Length of Service and Job Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
Community Nurse	1	1		2	1	1		1	4
Community Practitioner		2		1	3	1			3

Labour Turnover and Stability Information 1 Oct 17 to 30 Sep 18
Mental Health and Learning Disabilities - Nursing and Midwifery (excluding Bank)

Nurse Consultant										1
Nurse Manager										1
Sister/Charge Nurse		1	2	1		1		1		
Specialist Nurse Practitioner										1
Staff Nurse	4	3	8	6	3	2	1	2		7
Grand Total	5	7	10	10	7	5	1	4		17

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years	
CYM XR05 Review Body Band 5	4	5	8	6	3	3	1	1		7
CYM XR06 Review Body Band 6	1	1	1	4	4	2			1	7
CYM XR07 Review Body Band 7		1	1						2	1
CYM XR08 Review Body Band 8 - Range A										1
CYM XR09 Review Body Band 8 - Range B										1
Grand Total	5	7	10	10	7	5	1	4		17

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Neath Port Talbot Hospital - Medical & Dental (excluding Locum, Bank & Honorary)

Period Turnover

Org L5	Headcount
130 SDU - Neath Port Talbot Hospital - Div	7.25%

Labour Turnover Rate

Starters Headcount	1
Starters FTE	1.00
Avg Headcount	27.58
Leavers Headcount	2
LTR Headcount %	7.25
Avg FTE	25.88
Leavers FTE	1.10
LTR FTE %	4.25

Labour Stability %

		Start	End	Remain	Index
130 SDU - Neath Port Talbot Hospital - Div	Headcount	28	28	26	92.86%
	Assignment Count	28	28	26	92.86%

28 Employees were in post at the start of the period, with 26 remaining at the end meaning 92.86% of employees were retained.

Labour Turnovar Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Closed)	4.00	3.40	0		0		0.00%	0.00%
Clinical Assistant	1.00	1.00	0		1	1.00	100.00%	100.00%
Consultant	16.67	15.57	0		1	0.10	6.00%	0.64%
Specialty Doctor	6.50	6.50	1	1.00	0		0.00%	0.00%

Labour Turnovar Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
MC41	4.00	3.40	0		0		0.00%	0.00%
MC46	6.50	6.50	1	1.00	0		0.00%	0.00%
ME21	1.00	1.00	0		1	1.00	100.00%	100.00%
ZM81	15.67	14.57	0		1	0.10	6.38%	0.69%
ZM83	1.00	1.00	0		0		0.00%	0.00%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Death in Service	Voluntary Resignation - Other/Not Known
Clinical Assistant	1	
Consultant		1
Grand Total	1	1

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Death in Service	Voluntary Resignation - Other/Not Known
CYM ME21 PT Med Off/Gen Dental Practitioner	1	
CYM ZM81 Consultant		1
Grand Total	1	1

Leavers by Length of Service and Role - Headcount

Job Role	5 to 10 Years	25 to 30 Years
Clinical Assistant		1
Consultant	1	
Grand Total	1	1

Leavers by Length of Service and Payscale - Headcount

Pay Grade	5 to 10 Years	25 to 30 Years
CYM ME21 PT Med Off/Gen Dental Practitioner		1
CYM ZM81 Consultant	1	
Grand Total	1	1

**Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Neath Port Talbot Hospital - Nursing & Midwifery (excluding Bank)**

Period Turnover

Org L5	Headcount
130 SDU - Neath Port Talbot Hospital - Div	6.79%

Labour Turnover Rate

Starters Headcount	22
Starters FTE	15.63
Avg Headcount	353.58
Leavers Headcount	24
LTR Headcount %	6.79
Avg FTE	303.81
Leavers FTE	20.33
LTR FTE %	6.69

Labour Stability %

		Start	End	Remain	Index
130 SDU - Neath Port Talbot Hospital - Div	Headcount	356	360	311	87.36%
	Assignment Count	366	370	314	85.79%

356 Employees were in post at the start of the period, with 311 remaining at the end meaning 87.36% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Advanced Practitioner	2.83	2.83	0		1	1.00	35.29%	35.29%
Community Nurse	32.75	28.56	2	1.23	2	1.67	6.11%	5.84%
Midwife	74.67	64.30	9	6.97	6	4.53	8.04%	7.05%
Midwife - Consultant	1.75	0.88	0		1	0.50	57.14%	57.14%
Midwife - Manager	2.50	2.80	0		0		0.00%	0.00%
Midwife - Specialist Practitioner	1.00	1.00	0		0		0.00%	0.00%
Modern Matron	1.67	1.67	0		0		0.00%	0.00%
Nurse Consultant	1.00	1.00	0		0		0.00%	0.00%
Nurse Manager	10.58	10.57	1	1.00	0		0.00%	0.00%
Sister/Charge Nurse	20.50	18.62	1	1.00	0		0.00%	0.00%
Specialist Nurse Practitioner	52.58	45.33	3	2.23	6	5.23	11.41%	11.53%
Staff Nurse	151.75	126.26	6	3.20	8	7.40	5.27%	5.86%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
NQ00	1.00	1.00	0		0		0.00%	0.00%
XR05	141.08	116.31	10	7.09	7	6.40	4.96%	5.50%
XR06	111.50	99.12	7	4.88	10	7.40	8.97%	7.47%
XR07	81.58	69.55	5	3.65	7	6.03	8.58%	8.66%
XR08	10.67	10.95	0		0		0.00%	0.00%
XR09	5.33	4.46	0		1	0.50	18.75%	11.21%
XR10	2.42	2.42	0		0		0.00%	0.00%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Dismissal - Capability	Flexi Retirement	Retirement Age	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance
Advanced Practitioner			1				
Community Nurse		1				1	
Midwife		1	2	1	1		1
Midwife - Consultant			1				
Specialist Nurse Practitioner			4	1	1		
Staff Nurse	1		1	4		1	1
Grand Total	1	2	9	6	2	2	2

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Dismissal - Capability	Flexi Retirement	Retirement Age	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance
CYM XR05 Review Body Band 5	1		1	4			1
CYM XR06 Review Body Band 6		2	2	1	2	2	1
CYM XR07 Review Body Band 7			5	1	1		
CYM XR09 Review Body Band 8 - Range			1				
Grand Total	1	2	9	6	2	2	2

Leavers by Length of Service and Job Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
Advanced Practitioner									1
Community Nurse				1			1		
Midwife		1	1	1	1	1			1
Midwife - Consultant				1					
Specialist Nurse Practitioner		1	3					1	1
Staff Nurse	1	1	2	3				1	
Grand Total	1	3	6	6	1	1	1	2	3

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
CYM XR05 Review Body Band 5	1	1	1	3				1	
CYM XR06 Review Body Band 6		1	3	2	1	1	1		1
CYM XR07 Review Body Band 7		1	2		1			1	2
CYM XR09 Review Body Band 8 - Range				1					
Grand Total	1	3	6	6	1	1	1	2	3

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Primary Care & Community - Medical & Dental (excluding Locum, Bank & Honorary)

Period Turnover

Fig 18	Headcount
130 001 - Primary Care & Community - Div	18,524

Labour Turnover Rate

Doctors Headcount	11
Doctors FTE	920
Avg Headcount	53.62
Leavers Headcount	10
LTR Headcount %	18.43
Avg FTE	37.46
Leavers FTE	6.52
LTR FTE %	17.38

Labour Stability %

	Headcount	Start	End	Retain	Index
130 001 - Primary Care & Community - Div	Headcount	54	51	44	81.48%
	Assignment Count	57	50	46	80.70%

54 Employees were in post at the start of the period, with 44 remaining at the end meaning 81.48% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE Headcount	Doctors Headcount	Doctors FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Dental)	3.00	2.30	0	0	1	0.85	33.33%	40.48%
Clinical Director - Medical	3.75	3.76	1	0.20	0	0.00	0.00%	0.00%
Consultant	8.42	7.42	1	1.00	1	1.00	11.88%	12.63%
Dental Officer	18.00	11.86	0	0	3	1.60	16.67%	13.49%
General Medical Practitioner	15.00	8.31	1	3.81	3	1.39	20.00%	16.45%
Licensed General Practitioner	2.50	2.40	0	0	1	0.47	40.00%	17.79%
Specialist Doctor	4.00	2.40	0	0	0	0.00%	0.00%	0.00%
Trust Grade Doctor - SHD Level (Dental)	1.27	1.27	4	4.00	1	1.00	78.57%	79.12%

Labour Turnover Rate - Payscale

Fig 18(a)	Avg Headcount	Avg FTE Headcount	Doctors Headcount	Doctors FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
LD1	10.00	6.95	0	0	0	0.00	0.00%	0.00%
LD11	0.50	1.40	0	0	1	0.80	200.00%	50.00%
LD11	5.50	2.48	0	0	2	0.80	36.36%	21.72%
MC1	3.00	3.00	1	1	0.45	15.00%	49.48%	
MC16	4.00	2.40	0	0	0	0.00%	0.00%	
MC21	1.27	1.27	4	4.00	1	1.00	78.57%	79.12%
MC22	21.00	11.00	1	6.00	4	2.00	18.17%	15.48%
DM1	8.25	7.75	1	1.00	1	1.00	12.12%	12.80%
DM2	1.00	1.00	0	0	0	0.00%	0.00%	

Leavers by Leaving Reason and Job Role - Headcount

Job Role	End of Fixed Term Contract - External	End of Fixed Term Contract - Other	Retirement - 0 months	Retirement Age	Voluntary Retirement - Other/Non-Reserve	Voluntary Retirement - Non Life Reserve
Associate Specialist (Dental)					1	
Consultant				1		
Dental Officer			1		2	
General Medical Practitioner		1				2
Licensed General Practitioner		1				1
Trust Grade Doctor - SHD Level (Dental)	1					
Grand Total	1	1	1	2	3	2

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	End of Fixed Term Contract - External	End of Fixed Term Contract - Other	Retirement - 0 months	Retirement Age	Voluntary Retirement - Other/Non-Reserve	Voluntary Retirement - Non Life Reserve
LD1 (MD10) (Admin)					1	2
CNM 1011 (Licensed Primary Dentist - Scale B)		1				1
CNM 1021 (Licensed Primary Dentist - Scale C)			1		1	1
CNM 1021 (Associate Specialist - New Contract)				1	1	1
CNM 1022 (Senior House Officer - Dental 2)	1	1				
CNM 2043 (Consultant)					1	
Grand Total	1	1	1	2	3	2

Leavers by Length of Service and Role - Headcount

Job Role	< 1 Year	1 to 2 Years	3 to 5 Years	5 to 10 Years	10 to 20 Years	25 to 30 Years
Associate Specialist (Dental)						1
Consultant						1
Dental Officer	1		1	1		
General Medical Practitioner	1		1	1		
Licensed General Practitioner	1					
Trust Grade Doctor - SHD Level (Dental)		1				
Grand Total	3	1	2	2	1	1

Leavers by Length of Service and Payscale - Headcount

Pay Grade	< 1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 20 Years	25 to 30 Years
LD1 (MD10) (Admin)	2		1	1		
CNM 1011 (Licensed Primary Dentist - Scale B)					1	
CNM 1021 (Licensed Primary Dentist - Scale C)	1					
CNM 1021 (Associate Specialist - New Contract)						1
CNM 1022 (Senior House Officer - Dental 2)		1				
CNM 2043 (Consultant)					1	
Grand Total	3	1	2	2	1	1

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Primary Care & Community - Nursing & Midwifery (excluding Bank)

Period Turnover

Org ID	Headcount
130 520 - Primary Care & Community - Div	8,321

Labour Turnover Rate

Current Headcount	43
Current FTE	26.88
Avg Headcount	326.63
Leavers Headcount	53
130 Headcount %	7.52
Avg FTE	646.93
Leavers FTE	46.95
130 FTE %	6.95

Labour Stability %

	Start	End	Person	Index	
130 520 - Primary Care & Community - Div	Headcount	364	774	685	89.80%
	Personnel	776	771	487	62.76%
	Cost				

784 Employees were in post at the start of the period, with 685 remaining at the end meaning 89.80% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Current Headcount	Current FTE	Leavers Headcount	Leavers FTE	178 Headcount %	178 FTE %
Advanced Practitioner	35.00	35.00	0	0	0	0.00%	0.00%	
Community Nurse	300.92	255.75	27	13.44	10	3.33%	4.88%	
Community Practitioner	148.08	204.61	18	11.03	20	13.51%	9.82%	
District Nurse	2.83	2.26	0	0	0	0.00%	0.00%	
Nurse Manager	16.63	16.63	1	1.00	1	6.02%	6.02%	
Practice Nurse	2.00	1.85	0	0	0	0.00%	0.00%	
Specialist Charge Nurse	6.83	6.46	0	0	0	0.00%	0.00%	
Specialist Nurse Practitioner	26.75	26.37	0	0	1	3.74%	3.74%	
Staff Nurse	65.25	57.31	4	2.80	0	6.13%	10.91%	

Labour Turnover Rate - Payscale

Pay Grade	Avg Headcount	Avg FTE	Current Headcount	Current FTE	Leavers Headcount	Leavers FTE	178 Headcount %	178 FTE %
AN00	6.83	5.58	1	1.00	1	14.64%	63.43%	
AN02	5.50	4.31	0	0	3	54.55%	55.73%	
AN05	200.07	212.67	22	17.30	10	4.99%	4.66%	
AN06	200.92	209.67	60	34.05	22	10.94%	9.36%	
AN07	121.75	115.89	1	0.40	13	10.68%	9.69%	
AN08	26.60	20.00	0	0	2	7.52%	5.00%	
AN09	1.51	1.13	0	0	0	0.00%	0.00%	
AN10	2.58	2.58	0	0	0	0.00%	0.00%	

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Employed Capability	First Retirement	Retirement at death	Retirement Age	Voluntary Resignation - Health Related	Voluntary Resignation - Other/Don't Know	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work/Life Balance
Community Nurse	1	2	2	4	0	0	0	1	1
Community Practitioner	2	1	0	12	0	3	2	5	0
District Nurse	0	0	0	1	0	0	0	0	0
Nurse Manager	0	0	0	2	0	0	0	1	0
Specialist Nurse Practitioner	0	0	0	1	0	0	0	0	0
Staff Nurse	0	0	0	4	0	2	1	0	0
Grand Total	2	3	2	24	0	3	4	6	1

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Employed Capability	First Retirement	Retirement at death	Retirement Age	Voluntary Resignation - Health Related	Voluntary Resignation - Other/Don't Know	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work/Life Balance
130 10001 Admin	0	0	0	1	0	0	0	0	0
130 10002 Non Revenue Body Band 5	0	0	0	1	0	0	0	0	0
130 10003 Revenue Body Band 1	0	0	0	0	0	0	0	0	0
130 10004 Revenue Body Band 2	1	0	0	0	0	0	0	0	0
130 10005 Revenue Body Band 3	1	0	0	0	0	0	0	0	0
130 10006 Revenue Body Band 4	1	0	0	0	0	0	0	0	0
130 10007 Revenue Body Band 5	1	0	0	0	0	0	0	0	0
130 10008 Revenue Body Band 6 - Range A	0	0	0	0	0	0	0	0	0
Grand Total	2	0	0	2	0	0	0	0	0

Leavers by Length of Service and Job Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>30 Years
Community Nurse	1	1	4	2	0	0	1	0	1
Community Practitioner	1	1	7	4	4	0	2	0	1
District Nurse	0	0	0	0	0	0	0	0	0
Nurse Manager	0	0	1	0	0	0	0	0	0
Specialist Nurse Practitioner	0	0	0	0	0	0	0	0	0
Staff Nurse	1	1	2	4	0	0	1	1	1
Grand Total	2	2	15	6	0	0	4	1	1

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>30 Years
130 10001 Admin	0	0	0	1	0	0	0	0	0
130 10002 Non Revenue Body Band 5	0	0	0	0	0	0	0	0	0
130 10003 Revenue Body Band 1	0	0	0	0	0	0	0	0	0
130 10004 Revenue Body Band 2	2	1	4	0	0	0	1	1	2
130 10005 Revenue Body Band 3	0	0	0	0	0	0	0	0	0
130 10006 Revenue Body Band 4	0	0	0	0	0	0	0	0	0
130 10007 Revenue Body Band 5	1	0	0	0	0	0	0	0	0
130 10008 Revenue Body Band 6 - Range A	0	0	0	0	0	0	0	0	0
Grand Total	2	1	4	0	0	0	1	1	2

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
6 Service Delivery Units - Medical & Dental (Excluding Locum, Bank & Honorary)

Period Turnover

Overall Rate	Headcount
Overall Rate	11.56%

Labour Turnover Rate

Starters Headcount	71
Starters FTE	60.41
Avg Headcount	821.83
Leavers Headcount	95
LTR Headcount %	11.56
Avg FTE	752.01
Leavers FTE	78.93
LTR FTE %	10.50

Labour Stability %

		Start	End	Remain	Index
130 Abertawe Bro Morgannwg University Local Health Board	Headcount	812	814	731	90.02%
	Assignment Count	820	823	737	89.88%

812 Employees were in post at the start of the period, with 731 remaining at the meaning 90.02% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Closed)	67.92	57.75	3	1.40	10	9.45	14.72%	16.36%
Clinical Assistant	1.42	1.33	0		1	1.00	70.59%	75.43%
Clinical Director - Medical	5.25	5.26	1	0.20	0		0.00%	0.00%
Consultant	597.33	569.85	33	26.90	51	42.40	8.54%	7.44%
Dental Officer	18.00	11.86	0		3	1.60	16.67%	13.49%
General Medical Practitioner	26.92	13.34	5	3.81	4	1.60	14.86%	11.97%
Salaried General Practitioner	1.36	0.51	0		2	0.87	146.67%	170.24%
Specialty Doctor	88.83	78.19	12	11.10	14	12.01	15.76%	15.36%
Staff Grade (Closed)	3.00	2.05	0		0		0.00%	0.00%
Trust Grade Doctor - SHO Level (Closed)	1.27	1.27	4	4.00	1	1.00	78.57%	78.57%
Trust Grade Doctor - Specialty Registrar	10.75	10.75	13	13.00	9	9.00	83.72%	83.72%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
LD01	10.00	5.85	0		0		0.00%	0.00%
LD11	0.50	1.60	0		1	0.80	200.00%	50.00%
LD21	5.50	3.68	0		2	0.80	36.36%	21.72%
MC01	1.00	1.00	1	0.40	1	1.00	100.00%	100.00%
MC02	2.00	2.00	0		0		0.00%	0.00%
MC03	1.00	0.45	0		0		0.00%	0.00%
MC41	64.00	54.38	2	1.00	9	8.45	14.06%	15.54%
MC46	86.33	76.68	11	10.10	12	10.20	13.90%	13.30%
MD41	1.00	0.82	0		0		0.00%	0.00%
ME21	0.42	0.51	0		1	1.00	240.00%	197.01%
MH03	1.00	1.00	0		0		0.00%	0.00%
MH05	2.00	1.05	0		0		0.00%	0.00%
MN21	1.27	1.27	4	4.00	1	1.00	78.57%	78.57%
MN37	10.75	10.75	13	13.00	9	9.00	83.72%	83.72%
MN39	1.50	1.41	1	1.00	2	1.81	133.33%	128.89%
MQ00	34.92	18.39	6	4.01	6	2.46	17.18%	13.39%
ZM81	555.25	534.52	24	18.90	36	31.20	6.48%	5.84%
ZM82	30.42	28.38	9	8.00	13	10.70	42.74%	37.70%
ZM83	13.17	8.45	0		2	0.50	15.19%	5.92%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Death in Service	End of Fixed Term Contract	End of Fixed Term Contract - External Rotation	End of Fixed Term Contract - Other	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance
Associate Specialist (Closed)						7		3			
Clinical Assistant	1										
Consultant	2	8		1	1	17	1	18	1	2	
Dental Officer						1		2			
General Medical Practitioner				1		1					2
Salaried General Practitioner						1		1			
Specialty Doctor		6		2		1		4		1	
Trust Grade Doctor - SHO Level (Closed)				1							
Trust Grade Doctor - Specialty Registrar		8		1							
Grand Total	3	22	1	5	2	27	1	28	1	3	2

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Death in Service	End of Fixed Term Contract	End of Fixed Term Contract - External Rotation	End of Fixed Term Contract - Other	Retirement - Ill Health	Retirement Age	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - Work Life Balance
130 MQ00 Adhoc				1		2		1			2
CYM LD11 Salaried Primary Dentist - Scale B								1			
CYM LD21 Salaried Primary Dentist - Scale C						1		1			
CYM MC01 Associate Specialist						1					
CYM MC41 Associate Specialist New Contract						6		3			
CYM MC46 Specialty Doctor		4		2		1		4		1	
CYM ME21 PT Med Off/Gen Dental Practitioner	1										
CYM MN21 Senior House Officer (Medical)			1								
CYM MN37 Specialty Registrar		8		1							
CYM MN39 Specialty Registrar Core training		2									
CYM ZM81 Consultant	1	3		1	1	17	1	10			2
CYM ZM82 Consultant Locum	1	3						8	1		
CYM ZM83 Consultant Locum Max		2									
Grand Total	3	22	1	5	2	27	1	28	1	3	2

Leavers by Length of Service and Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
Associate Specialist (Closed)						2	3	3	2
Clinical Assistant								1	
Consultant	9	2	10	5	7	6	7	3	2
Dental Officer	1		1	1					
General Medical Practitioner	1		1	2					
Salaried General Practitioner	1								1
Specialty Doctor	5	4	4	1					
Trust Grade Doctor - SHO Level (Closed)		1							
Trust Grade Doctor - Specialty Registrar	5	4							
Grand Total	22	11	16	9	7	8	10	7	5

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
130 MQ00 Adhoc	2		1	2					1
CYM LD11 Salaried Primary Dentist - Scale B				1					
CYM LD21 Salaried Primary Dentist - Scale C	1		1						
CYM MC01 Associate Specialist								1	
CYM MC41 Associate Specialist New Contract						2	3	2	2
CYM MC46 Specialty Doctor	5	4	2	1					
CYM ME21 PT Med Off/Gen Dental Practitioner								1	
CYM MN21 Senior House Officer (Medical)		1							
CYM MN37 Specialty Registrar	5	4							
CYM MN39 Specialty Registrar Core training			2						
CYM ZM81 Consultant	4		5	3	7	6	7	3	1
CYM ZM82 Consultant Locum	5	1	4	2					1
CYM ZM83 Consultant Locum Max		1	1						
Grand Total	22	11	16	9	7	8	10	7	5

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
6 Service Delivery Units - Nursing & Midwifery (Excluding Bank)

Period Turnover

Org LI	Headcount
130 Abertawe Bro Morgannwg University Local Health Board	8.50%

Labour Turnover Rate

Starters Headcount	367
Starters FTE	299.33
Avg Headcount	4,989.83
Leavers Headcount	424
LTR Headcount %	8.50
Avg FTE	4,396.69
Leavers FTE	356.10
LTR FTE %	8.10

Labour Stability %

		Start	End	Remain	Index
130 Abertawe Bro Morgannwg University Local Health Board	Headcount	4,991	5,035	4,550	91.16%
	Assignment Count	5,051	5,098	4,581	90.69%

4,991 Employees were in post at the start of the period, with 4,550 remaining at meaning 91.16% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Advanced Practitioner	46.50	46.27	1	0.40	2	1.80	4.30%	3.89%
Community Nurse	497.42	430.48	24	18.87	30	24.45	6.03%	5.68%
Community Practitioner	436.50	375.70	24	15.86	36	30.58	8.25%	8.14%
Enrolled Nurse	3.33	2.20	0		1	0.60	30.00%	27.27%
Midwife	221.25	184.42	39	23.59	13	10.49	5.88%	5.69%
Midwife - Consultant	1.75	0.88	0		1	0.50	57.14%	57.14%
Midwife - Manager	2.83	3.33	0		0		0.00%	0.00%
Midwife - Specialist Practitioner	28.42	27.76	0		3	2.87	10.56%	10.33%
Modern Matron	31.67	31.62	3	2.43	6	6.00	18.95%	18.98%
Nurse Consultant	2.67	2.36	1	1.00	1	1.00	37.50%	42.37%
Nurse Manager	108.92	107.41	7	7.00	10	9.50	9.18%	8.84%
Practice Nurse	2.00	1.85	0		0		0.00%	0.00%
Sister/Charge Nurse	512.58	474.51	9	8.55	34	31.83	6.63%	6.71%
Specialist Nurse Practitioner	445.67	410.15	14	9.17	29	24.82	6.51%	6.05%
Staff Nurse	2,648.50	2,297.90	245	212.47	258	211.66	9.74%	9.21%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
NQ00	6.25	6.24	1	1.00	2	2.00	32.00%	32.03%
XN05	5.50	4.31	0		3	2.40	54.55%	55.73%
XR05	2,707.17	2,325.27	292	243.75	264	216.07	9.75%	9.29%
XR06	1,338.50	1,182.42	51	35.70	84	73.55	6.28%	6.22%
XR07	768.75	715.66	15	11.45	58	49.08	7.54%	6.86%
XR08	123.42	124.33	5	4.43	11	10.50	8.91%	8.45%
XR09	29.33	27.55	2	2.00	2	1.50	6.82%	5.44%

XR10	10.92	10.92	1	1.00	1	1.00	9.16%	9.16%
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Leavers by Leaving Reason and Job Role - Headcount

Job Role	Death in Service	Dismissal - Capability	Dismissal - Conduct	Dismissal - Some Other Substantial Reason	Dismissal - Statutory Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Has Not Worked	Redundancy - Voluntary	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - no Actuarial Reduction	Voluntary Early Retirement - with Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Incompatible Working Relationships	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance	
Advanced Practitioner													2													
Community Nurse						1			3			2	9									5	1	4	1	4
Community Practitioner		2					1		1				19		1							3	3	6		
Enrolled Nurse													1													
Midwife									2			1	2									5	1	1		1
Midwife - Consultant													1													
Midwife - Specialist Practitioner													3													
Modern Matron													4		1							1				
Nurse Consultant													1													
Nurse Manager							1					1	7										1			
Sister/Charge Nurse					1	2	1	1				2	11					1	1			1	7	4		2
Specialist Nurse Practitioner							2	1		2		1	18									3	1	1		
Staff Nurse	2	6	2	1	1	5	2	2	2	1		5	54	2	2	4	4	1	2	7	1	58	12	62	2	22
Grand Total	2	8	2	1	2	10	6	3	10	1	1	11	132	2	4	4	4	2	3	7	1	76	26	78	3	29

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Death in Service	Dismissal - Capability	Dismissal - Conduct	Dismissal - Some Other Substantial Reason	Dismissal - Statutory Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Has Not Worked	Redundancy - Voluntary	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - no Actuarial Reduction	Voluntary Early Retirement - with Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Incompatible Working Relationships	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance	
130 NQ00 Adhoc												1	1													
CYM XN05 Non Review Body Band 5													1													2
CYM XR05 Review Body Band 5		2	6	2	1	1	6	2	1	2	1	5	52	2	2	4	1	2		7	1	61	12	64	3	24
CYM XR06 Review Body Band 6			1			1	2	1	1	8		5	31					1	1			9	11	9		3
CYM XR07 Review Body Band 7			1				2	2	1		1		36		1							5	3	5		
CYM XR08 Review Body Band 8 - Range A													8		1							1	1			
CYM XR09 Review Body Band 8 - Range B													2													
CYM XR10 Review Body Band 8 - Range C							1																			
NHS XR07 Review Body Band 7													1													
Grand Total	2	8	2	1	2	10	6	3	10	1	1	11	132	2	4	4	2	3	7	1	76	26	78	3	29	

Leavers by Length of Service and Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
Advanced Practitioner									2
Community Nurse	2	2	5	5	3	3	2	3	5
Community Practitioner		3	7	5	7	4	2		8
Enrolled Nurse									1
Midwife	2	3	1	3	2	1			1
Midwife - Consultant				1					
Midwife - Specialist Practitioner					1				2
Modern Matron		1	1				2		2
Nurse Consultant									1
Nurse Manager		2	1	1			2	1	3
Sister/Charge Nurse	2	3	3	4	3	9	1	1	8
Specialist Nurse Practitioner	1	2	7	3	1	2	2	2	9
Staff Nurse	38	50	51	31	26	20	7	7	28
Grand Total	45	66	76	53	43	43	15	13	70

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
130 NQ00 Adhoc			1						1
CYM XN05 Non Review Body Band 5				1		1		1	
CYM XR05 Review Body Band 5	40	52	52	31	28	22	7	5	27
CYM XR06 Review Body Band 6	4	5	11	15	11	11	4	3	20
CYM XR07 Review Body Band 7	1	6	10	4	5	6	4	4	17
CYM XR08 Review Body Band 8 - Range A		2	1	1		3			4
CYM XR09 Review Body Band 8 - Range B				1					1
CYM XR10 Review Body Band 8 - Range C		1							
NHS XR07 Review Body Band 7			1						
Grand Total	45	66	76	53	43	43	15	13	70

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Princess of Wales Hospital - Medical & Dental (excluding Locum, Bank & Honorary)

Period Turnover

Org L5	Headcount
130 SDU - Princess of Wales Hospital - Div	6.90%

Labour Turnover Rate

Starters Headcount	6
Starters FTE	3.90
Avg Headcount	159.42
Leavers Headcount	11
LTR Headcount %	6.90
Avg FTE	147.18
Leavers FTE	7.90
LTR FTE %	5.37

Labour Stability %

		Start	End	Remain	Index
130 SDU - Princess of Wales Hospital - Div	Headcount	155	155	145	93.55%
	Assignment Count	156	156	146	93.59%

155 Employees were in post at the start of the period, with 145 remaining at the end meaning 93.55% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Associate Specialist (Closed)	12.92	10.97	0		1	1.00	7.74%	9.11%
Clinical Director - Medical	1.00	1.00	0		0		0.00%	0.00%
Consultant	120.25	114.59	5	2.90	5	3.60	4.16%	3.14%
Salaried General Practitioner	1.00	0.20	0		1	0.20	100.00%	100.00%
Specialty Doctor	22.33	19.38	1	1.00	4	3.10	17.91%	15.99%
Staff Grade (Closed)	2.00	1.05	0		0		0.00%	0.00%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
MC02	2.00	2.00	0		0		0.00%	0.00%
MC03	1.00	0.45	0		0		0.00%	0.00%
MC41	9.92	8.52	0		1	1.00	10.08%	11.74%
MC46	22.33	19.38	1	1.00	4	3.10	17.91%	15.99%
MH05	2.00	1.05	0		0		0.00%	0.00%
MQ00	1.00	0.20	0		1	0.20	100.00%	100.00%
ZM81	112.50	108.26	3	1.90	3	2.50	2.67%	2.31%
ZM82	6.75	6.08	2	1.00	2	1.10	29.63%	18.11%
ZM83	2.00	1.26	0		0		0.00%	0.00%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	End of Fixed Term Contract	Retirement Age	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Relocation
Associate Specialist (Closed)			1	
Consultant	3	2		
Salaried General Practitioner		1		
Specialty Doctor	1	1	1	1
Grand Total	4	4	2	1

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	End of Fixed Term Contract	Retirement Age	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Relocation
130 MQ00 Adhoc		1		
CYM MC41 Associate Specialist New Contract			1	
CYM MC46 Specialty Doctor	1	1	1	1
CYM ZM81 Consultant	1	2		
CYM ZM82 Consultant Locum	2			
Grand Total	4	4	2	1

Leavers by Length of Service and Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	>=30 Years
Associate Specialist (Closed)					1		
Consultant	2		1	1		1	
Salaried General Practitioner							1
Specialty Doctor	1	2	1				
Grand Total	3	2	2	1	1	1	1

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	>=30 Years
130 MQ00 Adhoc							1
CYM MC41 Associate Specialist New Contract					1		
CYM MC46 Specialty Doctor	1	2	1				
CYM ZM81 Consultant	1			1		1	
CYM ZM82 Consultant Locum	1		1				
Grand Total	3	2	2	1	1	1	1

Labour Turnover and Stability Information - 1 Oct 17 to 30 Sep 18
Princess of Wales Hospital - Nursing & Midwifery (excluding Bank)

Period Turnover

Org L5	Headcount
130 SDU - Princess of Wales Hospital - Div	10.15%

Labour Turnover Rate

Starters Headcount	55
Starters FTE	44.46
Avg Headcount	748.42
Leavers Headcount	76
LTR Headcount %	10.15
Avg FTE	665.60
Leavers FTE	63.69
LTR FTE %	9.57

Labour Stability %

		Start	End	Remain	Index
130 SDU - Princess of Wales Hospital - Div	Headcount	749	748	657	87.72%
	Assignment Count	753	752	660	87.65%

749 Employees were in post at the start of the period, with 657 remaining at the end meaning 87.72% of employees were retained.

Labour Turnover Rate - Job Role

Job Role	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
Advanced Practitioner	14.00	13.92	0		0		0.00%	0.00%
Midwife	52.25	42.88	7	3.25	2	2.00	3.83%	4.66%
Midwife - Manager	0.00	0.20	0		0		0.00%	0.00%
Midwife - Specialist Practitioner	14.83	14.22	0		0		0.00%	0.00%
Modern Matron	8.92	8.92	1	1.00	1	1.00	11.21%	11.21%
Nurse Manager	14.75	13.17	1	1.00	1	1.00	6.78%	7.59%
Sister/Charge Nurse	93.83	87.78	3	2.64	9	9.00	9.59%	10.25%
Specialist Nurse Practitioner	71.17	67.38	5	3.29	8	7.50	11.24%	11.13%
Staff Nurse	478.67	417.14	38	33.27	55	43.19	11.49%	10.35%

Labour Turnover Rate - Payscale

Pay Scale	Avg Headcount	Avg FTE	Starters Headcount	Starters FTE	Leavers Headcount	Leavers FTE	LTR Headcount %	LTR FTE %
NQ00	1.00	1.00	0		0		0.00%	0.00%
XR05	463.67	404.78	42	34.10	52	40.79	11.21%	10.08%
XR06	138.83	122.58	8	5.96	13	12.90	9.36%	10.52%
XR07	119.17	112.57	4	3.40	10	9.00	8.39%	8.00%
XR08	21.92	21.83	1	1.00	1	1.00	4.56%	4.58%
XR09	3.83	2.83	0		0		0.00%	0.00%

Leavers by Leaving Reason and Job Role - Headcount

Job Role	Dismissal - Capability	Dismissal - Conduct	Dismissal - Statutory Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - no Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance
Midwife								1							1				
Modern Matron															1				
Nurse Manager									1										
Sister/Charge Nurse							1	2	4							1			1
Specialist Nurse Practitioner				2	1				4									1	
Staff Nurse	2	1	1	2	1				7	2	1	1	1	1	10	3	18	1	3
Grand Total	2	1	1	1	4	2	1	1	2	16	2	1	1	1	12	4	19	1	4

Leavers by Leaving Reason and Payscale - Headcount

Pay Grade	Dismissal - Capability	Dismissal - Conduct	Dismissal - Statutory Reason	Employee Transfer	End of Fixed Term Contract	End of Fixed Term Contract - Other	Flexi Retirement	Retirement - Ill Health	Retirement Age	Voluntary Early Retirement - no Actuarial Reduction	Voluntary Resignation - Adult Dependants	Voluntary Resignation - Better Reward Package	Voluntary Resignation - Child Dependants	Voluntary Resignation - Health	Voluntary Resignation - Other/Not Known	Voluntary Resignation - Promotion	Voluntary Resignation - Relocation	Voluntary Resignation - To undertake further education or training	Voluntary Resignation - Work Life Balance
CYM XR05 Review Body Band 5	2	1	1	2					5	2	1	1	1	1	10	3	18	1	3
CYM XR06 Review Body Band 6						1	1	2	7						1				1
CYM XR07 Review Body Band 7				2	2				4							1	1		
CYM XR08 Review Body Band 8 - Range															1				

Grand Total	2	1	1	4	2	1	1	2	16	2	1	1	1	1	12	4	19	1	4
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Leavers by Length of Service and Job Role - Headcount

Job Role	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
Midwife				1	1				
Modern Matron		1							
Nurse Manager						1			
Sister/Charge Nurse		1			1	2			5
Specialist Nurse Practitioner	1	1	2	1					3
Staff Nurse	5	13	13	6	3	5	1	2	7
Grand Total	6	16	15	8	5	8	1	2	15

Leavers by Length of Service and Payscale - Headcount

Pay Grade	<1 Year	1 to 2 Years	2 to 5 Years	5 to 10 Years	10 to 15 Years	15 to 20 Years	20 to 25 Years	25 to 30 Years	>=30 Years
CYM XR05 Review Body Band 5	5	12	13	6	3	5	1	1	6
CYM XR06 Review Body Band 6		1		1	2	1		1	7
CYM XR07 Review Body Band 7	1	2	2	1		2			2
CYM XR08 Review Body Band 8 - Range		1							
Grand Total	6	16	15	8	5	8	1	2	15

ABMU HEALTH BOARD

VACANCY SUCCESS REPORTS BY ORGANISATION UNIT

NMR Adverts Only

Report Date: 25 October 2018

Report Prepared by: Alison Davies, Regional Recruitment Manager, NWSSP

Notes/Trac Report Data Parameters:

All Nursing and Midwifery vacancies advertised on Trac between 1 October 2017 to 30 September 2018, broken down by Delivery Unit/Division. A detailed report on each advert is available upon request.

Mental Health & Learning Disabilities

Year / month	Not filled	Partially filled	Successfully filled	Total
2017 Oct	9	0	4	13
Nov	2	2	4	8
Dec	3	0	4	7
2018 Jan	5	1	4	10
Feb	12	1	5	18
Mar	8	0	9	17
Apr	4	0	8	12
May	10	1	4	15
Jun	4	1	18	23
Jul	2	0	8	10
Aug	7	2	3	12
Sep	3	1	6	10
Total	69	9	77	155

Number of new vacancies in this period: 176
Number of vacancies raised in this period now in Outcome: 116
%-age of vacancies raised now in Outcome: 65%

Morrison Hospital

Year / month	Not filled	Partially filled	Successfully filled	Total
2017 Oct	2	3	3	8
Nov	2	2	9	13
Dec	6	1	5	12
2018 Jan	6	1	6	13
Feb	10	0	3	13
Mar	5	1	4	10
Apr	4	2	10	16
May	1	1	3	5
Jun	6	10	11	27
Jul	8	1	2	11
Aug	22	3	4	29
Sep	6	2	8	16
Total	78	27	68	173

Number of new vacancies in this period: 188
Number of vacancies raised in this period now in Outcome: 121
%-age of vacancies raised now in Outcome: 64%

Neath Port Talbot Hospital

Year / month	Not filled	Partially filled	Successfully filled	Total
2017 Oct	2	1	3	6
Nov	3	0	2	5
Dec	3	2	3	8
2018 Jan	2	0	1	3
Feb	2	2	3	7
Mar	4	0	1	5
Apr	2	0	7	9
May	2	0	2	4
Jun	2	5	1	8
Jul	2	2	3	7
Aug	2	0	0	2
Sep	1	1	2	4
Total	27	13	28	68

Number of new vacancies in this period: 61
 Number of vacancies raised in this period now in Outcome: 43
 %-age of vacancies raised now in Outcome: 70%

Princess of Wales Hospital

Year / month	Not filled	Partially filled	Successfully filled	Total
2017 Oct	3	2	2	7
Nov	3	1	7	11
Dec	3	0	7	10
2018 Jan	2	4	3	9
Feb	3	0	7	10
Mar	4	1	2	7
Apr	5	3	2	10
May	4	2	2	8
Jun	2	7	19	28
Jul	8	0	2	10
Aug	16	3	3	22
Sep	7	2	4	13
Total	60	25	60	145

Number of new vacancies in this period: 137
 Number of vacancies raised in this period now in Outcome: 100
 %-age of vacancies raised now in Outcome: 72%

Singleton Hospital

Year / month	Not filled	Partially filled	Successfully filled	Total
2017 Oct	4	1	4	9
Nov	6	3	1	10
Dec	6	2	2	10
2018 Jan	5	0	4	9
Feb	4	3	1	8
Mar	4	5	3	12
Apr	1	1	3	5
May	11	1	2	14
Jun	3	7	12	22
Jul	4	2	6	12
Aug	10	3	5	18
Sep	2	0	4	6
Total	60	28	47	135

Number of new vacancies in this period: 132
 Number of vacancies raised in this period now in Outcome: 90
 %-age of vacancies raised now in Outcome: 68%

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
Ty Garngoch	Speciality Doctor Old Age Psychiatry (Area 3 Jaya Ramachandran)	10 sessions	Specialty doctor	1
Ysbryd Y Coed	Speciality doctor - Physical Health Care Needs Old Age Psychiatry	10 sessions	Specialty doctor	1
Ysbryd y Coed	Old Age Psychiatry - PHYSICAL Health Care needs	Basic Duties	Junior Clinical Fellow	1
Cefn Coed	Old Age Psychiatry	2nd on 1:5 rota non resident	LAS ST3	3 (2 employed by Cwm Taf)
Cefn Coed	Psychiatry	1st on 1:9 full shift	LAS CT1/ 2/ 3	4 (reducing to three feb 19)
Cefn Coed	Psychiatry		Consultant	1
Central Clinic	Adult Psychiatry		Consultant	1
Taith Newydd - Glanrhyd	Rehabilitation Psychiatry - Low secure Unit (richard Maggs)	11 sessions	Specialty doctor	1
POW & NPT	Community Mental Health Team	1st on 1:14 Full shift Combined POW &	LAS CT1/ 2/ 3	3
POW	Old age Psychiatry	10 sessions	Specialty doctor	1
POW	Forensic	10 sessions	Specialty doctor	1
Gelligron	Adult Psychiatry - K Robertson/ Gnavel	10 sessions	Specialty doctor	1
Forge centre Port Talbot	Old Age Psychiatry -K Robertson	10 Sessions	Specialty doctor	1

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
UNSCHEDULED CARE				
Morrison	ED		Consultant	1
Morrison	Renal		Consultant	1
Morrison	COTE		Consultant	1
SURGICAL SPECIALTIES				
Morrison	General Surgery	2nd on 1:12 Full Shift	LAS CT1	2
Morrison	General Surgery	3rd on 1:11 General Surgery Rota	Karl Storz Fellowship in Laparoscopic Colorectal	1
Morrison	Oral and Maxillofacial	2nd on 1:6 Non Resident Rota	LAS ST3	1
Morrison	Oral and Maxillofacial	1st on 1:8 Rota Max Fax	LAS CT1	4
Morrison	ENT	N/A	Specialty doctor	1
Morrison	ENT	2nd on 1:5 Non resident ENT	JCF	1
Morrison	Urology	2nd on 1:12 General Surgery Rota	LAS CT1	1
MSK				
Morrison	T & O	1st on 1:10 (1:12 if fully est) full shift	Junior Clinical fellow	4
Morrison	T & O	2nd On 1:12 Full Shift rota	LAS ST3/Senior Clinical Fellow	3
Clinical Support Services				
Morrison	Anaesthetics	1:8 full shift - vacancies spread across different rotas this changes Nov 18 and Feb 19	MTI/ SCF/ JCF	8
Morrison	Anaesthetics	1:8 full shift - vacancies spread across different rotas this changes Nov 18 and Feb 19	JCF	1
Morrison	ITU	Various rotas - vacancies spread across different rotas this changes Nov 18 and Feb 19	Senior Clinical Fellow (MTI)	3
Morrison	ITU	Various rotas - vacancies spread across different rotas this changes Nov 18 and Feb 19	LAS CT	2
Regional Services				
Morrison	Burns and Plastics	1st on 1:10 Full Shift	Junior Clinical Fellow	1
Morrison	Burns and Plastics	Oncoplastic	SCF	1
Morrison	Specialities rota	Specialties Rota - 1:12 Band 2B (1 x Rheumatology, 1 x Cardiology, 4 x Tertiary Cardiology, 2 x Neurology, 3 x	LAS CT1	See Gen Med
Morrison	Cardiology	2nd on General Medicine 1:24 Rota	LAS CT1	See Gen Med
Morrison	B&P		Locum Consultant	1
Cardiac Surgery				
Morrison	Cardiothoracic	1st on 1:8 Full Shift	Junior Clinical Fellow	1

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
Neath Port Talbot	Rheumatology	No rota	LAS ST3	1
Neath Port Talbot	General Medicine	1:8 Full shift 2B banding SCF/SAS	Specialty Doctor	3
Neath Port Talbot	General Internal Medicine Resp VTS	NPT day time but Morrision 2nd on General Medicine 1:24 Rota -	LAS CT	1
Neath Port Talbot	Reproductive Medicine (Welsh Fertility Institute)		Clinical Fellow	1
Port talbot Resource Centre	Special Care Dentistry	No on call	Consultant	1
Port talbot Resource Centre	Restorative Dentistry	No on call	Consultant	1

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
Princess of Wales	General Medicine	1:16 Full Shift 1B banding	GPST/CT	1.5
Princess of Wales	ENT	1st on ENT cross cover T&O 1:8 Full Shift Rota	LAS ST1	0.5
Princess of Wales	Respiratory		Locum Consultant	1
Princess of Wales	General Surgery	1:6 LD only 1st on	JCF	4
Princess of Wales	General Surgery	1:8 Full shift 2nd On	SCF	2
Princess of Wales	General Surgery	1:8 Full shift 2nd On	LAS ST3	1
Princess of Wales	General Surgery	1:8 LD only 2nd On	Specialty Doctor	2
Princess of Wales	Trauma & Orthopae	1:8 LD only cross cover with ENT 1st on	JCF	4
Princess of Wales	Trauma & Orthopae	1:8 moving to a 1:11 Full shift 2nd on	SCF	1
Princess of Wales	Obstetrics & Gyaned	1:12 Full shift rota 2nd on	LAS ST3	1
Princess of Wales	Obstetrics & Gyaned	1:5 1st Tier Full shift	LAS ST1	2

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
Unscheduled Care				
Singleton	Medicine	2nd on 1:20	LAS CT	4
Singelton	Care of the Elderly - Medicine	3rd on 1:11 - 1B banding	LAST ST3+	1
Singleton	Gastroenterology - General Medicine	3rd on 1:11 1B banding	LAST ST3+	1
Singleton/Morrisotn	Neurophysiology		Locum Consultant	1
Cancer Services				
Morrison	Palliative Medicine	1:6 non resident	SAS	2
Morrison	Palliative Medicine		JCF	1
Singleton/Morrisotn	Palliative Care		Locum Consultant	2
Singleton	Medical/Clinical Oncology		Locum Consultant	1
Ty Olwen	Palliative Medicine		Consultant	0.6
Women & Child Health				
Morrison	Paediatrics	2nd on 1:11 Full Shift 1A banding	LAS ST4+/SCF	3
POW	Paediatrics	2nd on 1:7 full shift 1A banding	SCF	1
POW	Paediatrics		Consultant	2
POW	Paediatrics		Consultant	1
Surgical Specialties				
Singleton	Obstetrics and gynaecology	1:11 Full shift	Junior clinical fellow	1
Morrison/ Singleton	Gynaecological Oncology - Clinical Research	N/A	Clinical research Fellow	2
Singleton	Obs & Gynae		Consultant	1

Hospital	Specialty	Rota Information / Number of doctors on rota if different to frequency	Grade of Vacancy	Total number of vacancies as at 31/10/18
Neath Port Talbot	GP Fellowship Scheme	N/A	Salaried GP - GP fellowship Scheme	2
Neath Port Talbot	Practice Support Team	N/A	Salaried GP	1.4
Morrison	Restorative Dentistry	10 sessions	Specialty Dentist	1