

**PWYLLGOR ARCHWILIO A SICRWYDD RISG
AUDIT AND RISK ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 August 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Radiology Directorate Internal Audit Update – A Review of On Call Arrangements
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Sarah Perry, General Manager, Unscheduled Care

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to update the Audit & Risk Assurance Committee (ARAC), in respect of progress to mitigate the outstanding recommendations connected to the historic arrangements for the radiography out of hours provision

ARAC has received progress updates in respect of the Internal Audit recommendations throughout 2019, along with a more extensive update presented on 23rd February 2021. The next steps were to complete a review of the On Call arrangements across the UHB and identify the benefits and cost savings a shift system would provide, for discussion at Executive Team in July 2021.

However, during this initial work, a critical mass of staff shortfalls has been identified, and by proceeding to propose to implement a change, both business continuity and finances would be negatively impacted upon. For example:

- Radiography students – it was agreed HDdUHB was to have 14 Band 5 graduates, however only 5 were recruited;
- Vacancies in key MRI and CT staff are proving problematic to fill, with substantial issues in providing 24 hour cover being experienced. Locum staff have not been available and are unwilling to come to west Wales.

As a result of the above, a paper has been presented to Executive Team seeking approval to postpone replacing the current Out of Hours service provision, until such time as the newly recruited Head of Service is in post and has an opportunity to conduct a full review.

Cefndir / Background

On 11th June 2018, fieldwork commenced in respect of the UHB's Internal Audit (IA) service review of Radiology services across the UHB, the outcome of which resulted in a "Reasonable Assurance" rating.

ARAC has received progress updates in respect of the Internal Audit recommendations throughout 2019; the last full update was presented at their meeting held on 23rd February 2021. It was noted that the only recommendations now outstanding are 3 and 8. Both recommendations (shown below) are connected to the historic arrangements for the radiography out of hours provision.

	Theme	Recommendation	Priority Level	Deadline	Completed Date
3	Payroll (On Call)	A review of on call arrangements across the Health Board sites would be beneficial in order to ensure standardised procedures to enable efficient and economic working practices and staffing arrangements. The benefits and cost savings of introducing a shift system should be considered.	High	April 2019	Process delayed
8	Payroll (On call Hours)	It should be ensured that staff work on call or overtime hours in addition to their basic hours and not instead of. The full number of basic hours should be worked prior to receiving any payments for additional hours	High	April 2019 Update October 19	In progress or completed with ongoing monitoring

Asesiad / Assessment

The information set out below details the radiology staffing required and the subsequent additional Radiology budget resource required to facilitate the removal of the Radiology On Call system and the move to a more sustainable substantive 24 hour, 7 days a week Service. This in turn should reduce the amount of agency and locum radiologist and radiographers. Work had previously commenced on developing an Organisational Change proposal and staff engagement had taken place; however, with the onset of the COVID-19 pandemic, progress was halted

Currently, Diagnostic Services are supported by the use of:

- Locum radiologists (NHS Locums employed full time on fixed term contracts, agency workers and NHS locums on zero hours contracts);
- Outsourcing reporting to Everlight radiology;
- The use of in-house radiologists reporting studies over and above their contracted workload (in lieu of locum payment scheme);
- Radiographers undertaking additional hours on evenings and weekends to increase the capacity. Please note that many of these additional hours are provided by goodwill.

The workforce within the Radiology Department are identified in the following staff groups:

- Radiologists
- Radiographers
- Radiology Support Officers
- Nursing

- Allied Health Professionals
- Administrative Support

Radiologists

The recommended number of radiologists in Wales is 4.5 per 100,000 and United Kingdom average is 7.5 per 100,000 population. Serving a population of 408,104 (including 60,000 residents of Powys; an estimate of 50% of the population of 120,000 has been used) to meet the average number of Radiologists, Hywel Dda University Health Board has 18 funded radiologist posts, the Service also utilises a number of Reporting Radiographers in Lieu of Radiologists, however still requires an additional investment in Radiologists to align with the Welsh or United Kingdom national average:

- Welsh National Average – there is an additional requirement of 4.19 wte radiologists at an estimated cost of £0.544m
- United Kingdom National Average 31 Radiologists - there is an additional requirement of 17.6 wte radiologists at a cost of £2.3m.

Radiographers and Radiology Support Staff

There are currently 151.14 wte radiographers and radiology support staff employed within Hywel Dda University Health Board. The Service is staffed between 8am until 8pm, any unscheduled care results after these times are supported by On-Call arrangements and reporting through 'Reporting On Line (ROL)'.

The 24-hour radiography service has traditionally been supported by a variety of 'on call' rotas for the out of hours work. Each of the four sites has a variety of rotas, which can be complex to manage and staff often find themselves working long hours with insufficient breaks. In addition, staff employed in specialist and higher banded roles also contribute to these rotas, with a consequence that the more specialised work is left unsupported.

In line with Working Time Directive and the All Wales On Call policy, there are periods of compensatory rest given, which often leave the departments lacking in staff during the busier working week. These issues have been noted and raised in two external reports.

With the removal of the on-call arrangements and the introduction of 24-hour services, this will introduce a more sustainable system where the service provision and financial consequences are mitigated as far as possible.

A modelling exercise has been undertaken across all three sites for the additional radiologists to facilitate the removal of the Radiology On Call system and the move to a substantive 24 hour, 7 days a week Service. The number of staff required equates to 199.77 wte, an increase of 48.63 wte on the current staff establishment, at an additional cost of £0.732m at the midpoint salary and £1,677m at the top point salary.

Staff Grade	Total Current Establishment	Cost of Current Establishment	Proposed Establishment	Proposed Cost at Mid-Point	Proposed Cost at Top Point
Band 3 Support	15.41	394,451.97	40.61	1,085,560.37	1,085,560.37
Band 4 PACS Support	4.50	132,994.54	4.00	118,734.25	118,734.25
Band 5 Radiographer	1.00	37,929.78	13.71	489,717.31	550,087.30
Band 6 Business Support			1.00	41,199.92	47,219.23
Band 6 Radiographer	78.39	4,016,156.04	97.69	4,581,398.71	5,231,856.21
Band 6 Radiographer Trainee			3.81	156,971.70	179,905.26
Band 7 CT/MRI Lead			5.00	255,275.18	278,316.84
Band 7 Deputy Site Lead General Area			4.00	204,220.15	222,653.47
Band 7 Mammographer			3.00	153,165.11	166,990.11
Band 7 Radiographer	29.44	1,759,425.44	13.96	713,238.86	777,617.26
Band 7 Reporting Radiographer (All sites)	12.40	794,991.60	6.00	306,330.22	333,980.21
Band 8A Site lead	8.00	512,840.56	4.00	229,037.97	259,249.43
Band 8A Ultrasound	1.00	69,021.20	1.00	57,259.49	64,812.36
Band 8C	1.00	80,241.09	1.00	57,259.49	64,812.36
Band 8C RSM		0.00	1.00	80,241.14	92,899.05
Grand Total	151.14	7,798,052.22	199.77	8,529,609.89	9,474,693.71

Nursing and Admin Support Posts

There are currently 44.95 wte members of staff within this category and there are no proposed changes currently; although a review of booking procedures is being undertaken and additional staff to manage workload through the single cancer pathway may result in additional staffing being required.

Current Position in Recruitment

It became apparent that agreed figures signed off for radiography students to graduate on 2021 meant that Hywel Dda would take 14 Band 5s through the streamlining process. This was acknowledged and agreed by finance and would go some way to supporting the additional capacity required in radiography staff, certainly forming a plan to move to a shift system.

However, of the 14 only 5 were recruited, and these were utilised to fill vacancies in the Band 6 establishment. There have been insufficient numbers to even attempt to make changes to the out of hours service. Adverts have gone back out to attempt to recruit to the remaining 9, with only 2 applying to date.

In addition, vacancies in key MRI and CT staff are proving problematic to fill, with substantial issues in providing 24 hour cover being experienced. Locum staff have not been available and are unwilling to come to west Wales. To support this, operational leads have recruited Bank Band 3 support staff prior to the suggested agreed numbers in this process to assist in supporting the service; however, it currently remains fragile.

It is, therefore, important to note that even if agreement for funding is received, additional staff may not be available until the next year's student qualification whereby 14 Band 5s have been again allocated. Consideration needs to be given to how much service should be provided on all four sites.

In summary, if additional financial support is given to recruit into substantive radiologist and radiographer posts, this would:

- Improve the monthly run rate for the department by reducing the premium paid to agency companies;
- Improve the availability of staff to meet the ever increasing demand upon the service;
- Improve throughput of patients within both Unscheduled and Planned Care;
- Reduce the reliance upon third parties to report on scans by generating the capacity to report in-house. This is the longer term strategy to reduce outsourcing or use of locum staff; however, in the interim until the recruitment has been completed, some outsourcing will remain in place.

Argymhelliad / Recommendation

The Audit & Risk Assurance Committee is asked to:

- Receive this report as a source of assurance that the outstanding recommendations have been progressed; whilst noting that due to the mass staff shortfalls identified there is a need to postpone proceeding to replace the current out of hours service provision;
- Due to a newly recruited Head of Service, agree to receive a completed service review and proposal, in which to replace the out of hours provision, by June 2022.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

<p>Committee ToR Reference Cyfeirnod Cylch Gorchwyl y Pwyllgor</p>	<p>2.1 The purpose of the Audit and Risk Assurance Committee is to advise and assure the Board and the Accountable Officer on whether effective arrangements are in place, through the design and operation of the UHB's system of assurance, to support them in their decision taking and in discharging their accountabilities for securing the achievement of the UHB's objectives, in accordance with the standards of good governance determined for the NHS in Wales.</p> <p>2.2 The Committee independently monitors, reviews and reports to the Board on the processes of governance, and where appropriate, facilitates and supports, through its independence, the attainment of effective processes.</p> <p>2.3 Where appropriate, the Committee will advise the Board and the Accountable Officer on where, and how, its system of assurance may be strengthened and developed further.</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>Not applicable</p>
<p>Safon(au) Gofal ac Iechyd: Health and Care Standard(s):</p>	<p>7.1 Workforce 3.2 Communicating Effectively 3.3 Quality Improvement, Research and Innovation</p>

Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Internal Audit Report
Rhestr Termiau: Glossary of Terms:	Contained within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Archwilio a Sicrwydd Risg: Parties / Committees consulted prior to Audit and Risk Assurance Committee:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Potential improvement.
Ansawdd / Gofal Claf: Quality / Patient Care:	Potential improved access with improved staffing resources.
Gweithlu: Workforce:	Potential loss of staff with reduction in financial incentives. Resistance of staff.
Risg: Risk:	There are significant risks associated with this project if it is handled poorly as overnight rotas on all of our hospital sites depend on radiography staff supporting the current service models.
Cyfreithiol: Legal:	Employment law advice will be sought as part of this process.
Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	Not applicable.
Cydraddoldeb: Equality:	Standardised services across Health Board.