

# Workforce Planning Review

Department of Health, Social Services and Public Safety  
An Roinn Sláinte, Serbhísí Sóisialta agus Sábháilteachta Poiblí

## Introduction

**"Review 2" should be read as a supplement to the summary document "Review" issued in March 2003.**

The initial Comprehensive Review of the Radiography Workforce of September 2001 was considered as a base line review profiling the workforce at a point in time and predicting future workforce requirements over the 5-year period 2002-2006. "Review 2" updates the original report, comparing statistical information at 31 March 2003.

## Methodology

The original Steering Group was reconvened in June 2003 to compare the workforce profile statistics, test the original assumptions against the updated information, consider the demand and supply information gathered, and share information regarding the actions resulting from the Review recommendations. The Steering Group comprised professional, service manager, human resource, staff side, university and Department representatives.

Statistical information was sourced from Human Resource Management System at 31 March 2003 and an HPSS vacancy survey on 30 September 2002. The following comparisons were drawn.

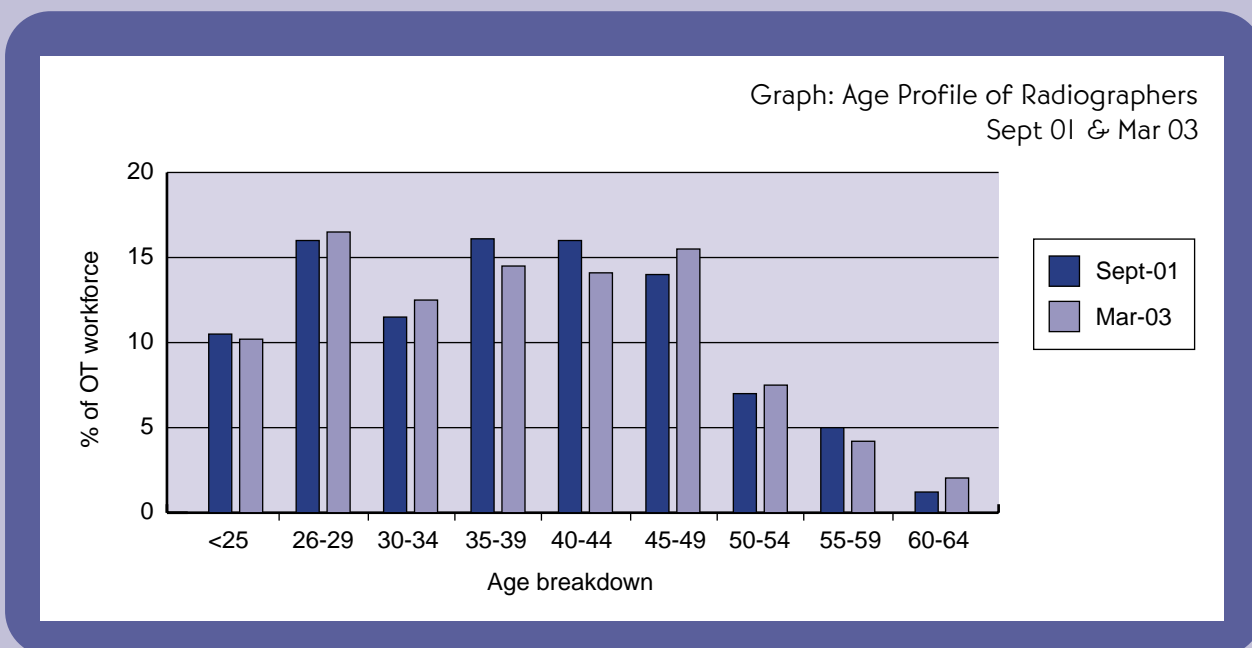
## Key Findings of The Review

- **Numbers in the Workforce**

Radiographers	2001 (Sept)	2003 (March)
Diagnostic	471	502
Therapeutic	46	56
<b>Total</b>	<b>517</b>	<b>558</b>

A total increase of 41 Radiographers was noted (An increase of 31 Diagnostic and 10 Therapeutic).

- **Comparison Graph of the Age Profile of Radiographers (2001 & 2003)**



There was a slight increase in the number of Radiographers remaining in employment over the age of 60. Most staff still fall into the under 40 age group, where life-work balance requests are at their highest. Although life-work balance application requests continue there was not the increase anticipated in 2001. This might be due to a saturation in some services of the ability to be flexible while maintaining service delivery.

- **Vacancy Rate**

**Vacancy Rates of the workforce comparing 2001 and 2002 statistics in headcount**

Radiography	Headcount	%
2001	24	4.6
2002	24	4.3

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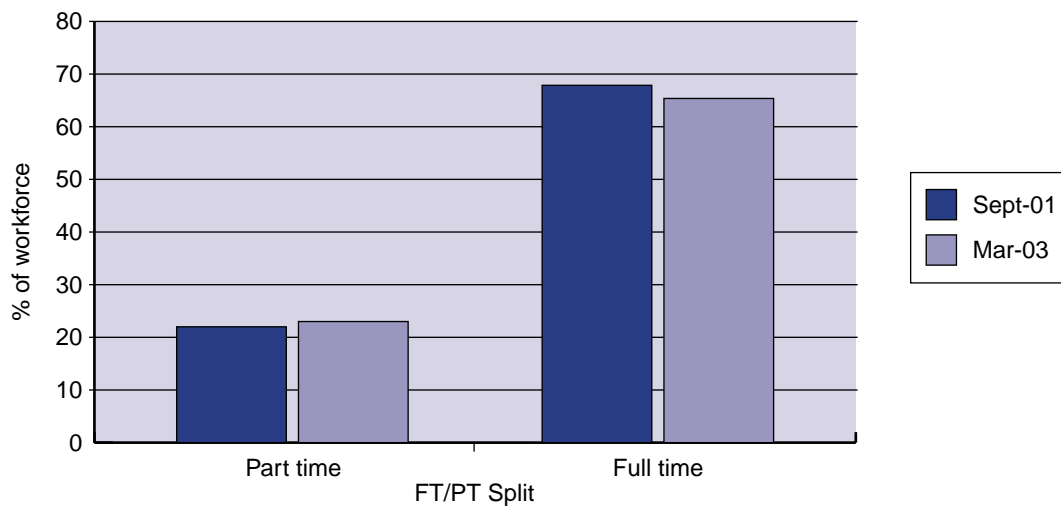
- **Long-term Vacancy Rate (30 September, 2002)**

Definition: a long-term rate is a vacancy of 3 months or more where the post has been advertised at least once.

Radiography	WTE	Headcount	%
Diagnostic	5	6	1.2
Therapeutic	2	3	5.4
Total	7	9	1.6

- **Full-time/Part-time Split of Workforce Comparing September 2001 with March 2003**

Graph: FT/PT Split of Radiographers  
Sept 01 & Mar 03



The graph shows a slight increase in the percentage of part-time radiographers and a corresponding decrease in the full-time workforce. This trend is presumably in response to life-work balance requests for increased flexible working conditions.

- **Assistant Posts**

In September 2001 there were 35 Assistant Radiography grade posts in the HPSS: this number increased by 5 to 40 in 2003.

- **First Destination Statistics – % of NI Graduates into the HPSS**

Graduates	1998	1999	2000	2001	2002
HPSS	54%	53%	64%	70%	86%

As the table indicates, graduate Radiographer numbers recruited into the HPSS from the University of Ulster have increased each year to a high of 86% in 2002.

## Supply and Demand Issues Revisited

### Supply Issues

Consideration was given to any factors that may affect change in the supply of Radiographers into the workforce.

- Following recommendations of the original review the numbers of Department-commissioned undergraduate places were increased in the 2002/2003 intake by 5. The University simultaneously increased its undergraduate numbers for the same intake. These actions will increase graduation numbers at the completion of the degree course in 2005/6. These additional graduate numbers should be factored into the 5-year workforce plan statistics.
- The first destination statistics for graduates in the HPSS have significantly improved. Employment to the HPSS as a percentage of the numbers graduating rose to 70% and 86% in 2001 and 2002, respectively. This increase will now be factored into the supply statistics. A new average figure for first destination into the HPSS will now be substituted into the supply equation over the 5-year plan.

- Leaver statistics appear to have reached the forecasted level.
- The estimated numbers entering the workforce from outside NI, both as new graduates and as mature entrants, were considered to be true to the original statistics. However, more employment enquiries were being made from students studying in the ROI. Therefore, this source should continue to be monitored for changes.
- Managers identified an increasing recruitment problem with temporary posts.
- Regionally, managers were experiencing difficulties filling specialised posts, especially for new services at the specialised grade: in particular with the Magnetic Resonance Imaging (MRI) services. The emergence of private sector facilities regionally has added to this difficulty in recruiting to MRI.

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### Demand Issues

The group considered the three Demand Levels identified in the original report. The following was identified:

- Generally the demand issues remained as identified within the original report.
- The rate of appointment of posts and the development of services was much slower than first considered in the 5-year plan.
- The original estimation for the workforce requirements for the Regional Patient Archiving and Communication System (PACS) was an underestimate. The Regional Group taking this matter forward should consider the workforce issues.
- The CPD workforce requirements featured originally in Demand Level 3: this demand should be moved up into Demand Level 2. This is in line with the anticipated stipulation of the minimum mandatory CPD requirement for re-registration of professionals by the regulatory body the Health Professions Council.

## Actions on the Recommendations

Action	To Be Initiated	In Progress	Complete
Development of a Regional AHP Information Project to improve the value of regional statistical information collection		✓	
AHP Regional Informatics Pilot to test the informatics core curriculum within an AHP team			✓
Information Communication Technology One-day Conference for AHPs to maximise the use of technology in healthcare delivery			✓
Establishment of AHP homepage/extranet to improve communication and the profile of AHPs in the HPSS			✓
Publish the workforce planning Review document to disseminate workforce information to a wider audience			✓
Convene a regional workshop to progress the development of the AHP Consultant Post			✓
Regional Recruitment Initiative for Entry Level Posts to improve upon the number of graduates entering the HPSS		✓	
Undergraduate Clinical Placement Survey to profile the clinical placements regionally			✓
Clinical Placement Partnership Agreement to formalise the placement system between the education providers, Trusts and the Department		✓	
Establish a commissioning monitoring system and develop the Service Level Agreement between the UU and the Department			✓
Increase by 5 the number of undergraduate commissioned places to improve the number of graduates available to the HPSS			✓

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### Conclusion

The reconvened Steering Group for the Radiography Workforce Planning Project recognised that the initial approach to workforce planning established a profile of the current and future workforce requirements of health care delivery.

The Project Group demonstrated that the original assumptions and predictions were fairly accurate. However, it recognised the difficulties in identifying accurate timescales for the initiation and expansion of services and the appointment of additional staff. When viewing the 5-year plan as a whole it was, therefore, recognised that establishing new posts took longer than originally assumed. If the original planning had scaled 10 years, and not 5, it was recognised that the plan would have looked somewhat similar, establishing new or expanded service at a slower delivery pace. The Group also felt the methodology used was appropriate.

The Group agreed that it would remain available for any further regional workforce planning requirements.

## The Project Update Group (2001 & 2003)

David Bingham	.....DHSSPS
Joyce Cairns	.....DHSSPS
John Cathcart	.....Regional Staff Side Representative
Arlene Connolly	.....DHSSPS
Sharon Conway	.....Royal Group of Hospitals HSS Trust
Ivan Craig	.....Altnagelvin Hospitals HSS Trust
Manus Doherty	.....Altnagelvin Hospitals HSS Trust
Dorothy Jeffrey	.....DHSSPS
Maureen McMillan	.....Royal Group of Hospitals HSS Trust
Ruth Orr	.....United Hospitals HSS Trust
Jeanette Robinson	.....Newry & Mourne HSS Trust

## Contact Address

Department of Health Social Services & Public Safety  
Human Resources Directorate  
Workforce Development Unit  
Room D1.4  
Castle Buildings  
Stormont Estate  
Upper Newtownards Road  
BELFAST BT4 3SQ

<http://extranet.dhsspsni.gov.uk>