

**NHS Consultant Contract
Follow-up of Previous Recommendations**

| Rec Ref | Report Finding | Recommendation | Original Response | Responsible Officer | Target Date | Date Reported Complete | Lead Executive Comments |
|---------|---|---|---|---|-------------|------------------------|--|
| R1 | <p>The Health Board recognises that the job planning process and the content of consultant job plans require significant focus and attention to ensure that it derives best value from its medical workforce in terms of performance and cost.</p> <p>The Health Board's intention to introduce electronic job planning has been delayed a number of times over several years.</p> <p>The management information generated by the electronic job planning system will be used to support monitoring and reporting to the Board through the Unit Medical Directors.</p> | Complete the implementation of the electronic job planning system to help ensure annual agreement of job plans and the consistency of job plan content. | E Job planning is due for completion by the end of March 2020. This means that all job plans should be on the system and all users utilising the system. Consistency checking will continue for a number of months after this date however. | Executive Medical Director and Director of Workforce & OD | 31/03/20 | 21/10/2021 | Recommend closure: 87% consultants now registered on the Allocate (E-Job Planning) system |
| R2a | <p>The revised job planning guidance refers to the need for medical managers and general managers to ensure that organisational objectives, service improvement, modernisation and resource requirements are part of job planning conversations. Staff we spoke to were confident that general managers are widely involved in the process, although it was not clear how the Health Board is assured of this. The introduction of electronic job planning should provide an opportunity to monitor and report the extent to which general managers are involved in job planning.</p> | As part of ongoing quality assurance and monitoring of job plans, ensure that general managers are involved in job planning conversations | The E job planning process will provide evidence of who has carried out the job plan. We are, however, confident that General Managers are involved in job planning and the system will provide the evidence. | Executive Medical Director | 31/03/20 | 21/10/2021 | Recommend closure: Managers required to be involved with job planning and to attend job planning meetings. Directorate managers need to sign-off job plans jointly with Clinical Director |
| R2b | <p>The revised job planning guidance refers to the need for medical managers and general managers to ensure that organisational objectives, service improvement, modernisation and resource requirements are part of job planning conversations. Staff we spoke to were confident that general managers are widely involved in the process, although it was not clear how the Health Board is assured of this. The introduction of electronic job planning should provide an opportunity to monitor and report the extent to which general managers are involved in job planning.</p> | As part of ongoing quality assurance and monitoring of job plans, ensure that job plans reflect organisational objectives, service improvement and modernisation, and the achievement of organisational priorities and performance targets. | The E job planning process will provide evidence of who has carried out the job plan. We are, however, confident that General Managers are involved in job planning and the system will provide the evidence. | Executive Medical Director | 31/03/20 | 21/10/2021 | Recommend closure: The Allocate software can't be interrogated to show who was present at the job planning meeting. However, guidance for managers is provided on their role. They are expected to attend and also involved in the sign-off of all job plans |

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| R3a | Following the revision of the guidance in 2017, job planning training was provided for medical managers and general managers. Further training sessions are being provided on request although it was not clear that this was publicised sufficiently. | In providing on-going job planning training, ensure that arrangements for job planning training (principles) are routinely publicised | E job plan training is provided routinely as part of the roll out of the e job planning system. The longer-term plan, however, will be dependent on making the fixed term E Job Planning Manager permanent. General training around the consultant contract after an initial 70 hours of a training programme is now available at request and it is agreed to publicise this more widely. | Executive Medical Director And Director of Workforce & OD | 31/03/20 | 21/10/2021 | Recommend closure: Roll-out of e-Job Planning commenced and consultants being trained |
| R3b | There is specific training for electronic job planning, and the roll out is being led by demand from directorates. The intention is to cover all specialities by April 2020. This will be a one-off programme, led by a member of staff who has a fixed term appointment to assist in the roll out of job planning. The Health Board has not yet identified resources to ensure that training for electronic job planning can continue as a matter of routine after the initial programme is complete. | In providing on-going job planning training, establish how future electronic job planning training needs will be met after the roll-out training programme is complete. | E job plan training is provided routinely as part of the roll out of the e job planning system. The longer-term plan, however, will be dependent on making the fixed term E Job Planning Manager permanent. General training around the consultant contract after an initial 70 hours of a training programme is now available at request and it is agreed to publicise this more widely. | Executive Medical Director and Director of Workforce & OD | 31/03/20 | 21/10/2021 | Recommend closure: Guidance on use of the system provided to all consultants. Refresher training for those who need it/request. In addition to the paper guidance clinicians can also access a 'mock-up' of the platform so that they can have hands-on practice |
| R4 | Where Consultants have academic contracts, the Health Board previously indicated that a process would be developed to engage all parties (including universities) in this type of job planning situation, so that a clear timeframe could be set for the process. The intention was to get job plans agreed with this group of consultants by March 2019. However, senior staff told us that engagement with universities on job planning remains challenging, and it is not clear how far this has been pursued. | Engage with universities in relation to job planning and appraisal for consultants with academic contracts. | As a Health Board, we accept our responsibility in attempting to engage with the University around job planning. However, this recommendation has been challenging since the inception of the contract. Therefore, the management action will be for the Executive Medical Director to speak to the University to attempt to stimulate further engagement. | Executive Medical Director | 31/05/20 | 21/10/2021 | Recommend closure: Discussed with Swansea University and joint job planning agreed as a principle where joint appointments are made. |

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| R5 | There is no clear evidence to allow the Health Board to assure itself how individual specialties are developing information frameworks which use relevant data to assist in the job planning process. | As part of job plan quality assurance, ensure that individual specialities are developing and using information frameworks which provide relevant data to assist their job planning process. | It is believed that the e job planning system can provide assurance around this recommendation. The system alone does not meet this recommendation; however, this could be achieved by mandating the uploading of a document stating what information is being used to inform the job planning process. | Executive Medical Director Director of Digital Chief Operating Officer | 31/05/20 | 21/10/2021 | Recommend closure: Job planning guidance establishes that consultants should provide data & recommends sources. Managers attending job planning meeting are able to use information systems to show productivity and efficiency. |