



NHS Lothian Workforce Report Workforce Planning Team

April 2007 – March 2008

Table of Contents

Section	Page
1 Purpose	3
2 Background.....	3
3 NHS Lothian Staffing Overview.....	4-8
3.1 In-post Staffing	
3.2 Established Posts	
3.3 Vacancies	
3.3.1 Vacancies Actively under Recruitment	
4 NHS Lothian Staffing Costs	9-18
4.1 In year Workforce Costs	
4.2 Overtime Expenditure	
4.3 Enhanced Pay Costs	
4.4 Training Doctors Banding Costs	
5 Absence Management	19-23
5.1 Sickness Absence	
5.2 Long Term Sickness Absence	
6 Staffing Supplements	24-28
6.1 Directly Employed Medical Locums	
6.2 Nurse Bank and Agency Utilisation	
7 Consultant Medical Staffing	29-34
8 Temporary / Fixed-Term Staffing Measures	35-36
8.1 Fixed and Temporary Contracts	
8.2 Secondments	
9 Staff Turnover	37-40
9.1 Leavers by Staff Group	
9.2 Leavers by Division	
9.3 Divisional Leavers by Contract Type	
9.4 Divisional Leavers by Age Category	
9.5 Reasons for Leaving	
10 Disciplinarys and Grievances	41-42
11 Agenda for Change Transition	43
12 HR Policy Development	44-45
13 Training and Development	46
14 Diversity Monitoring	47-57
15 Chart definitions	58
16 Table definitions	58-60
Appendix 1: New Arrangements for Flexible Working – Junior Doctors	
Appendix 2: Table detailing all courses undertaken by Staff April 2007 – March 2008	

1. Purpose

The purpose of this report is to provide the EMT with:

- Overview of the NHS Lothian Workforce numbers, costs, staffing profile
- Key issues of concern and actions required
- Detail on progress with a range of workforce issues such as policy development and workforce development activity.

2. Background

This Quarter 4 2007/8 workforce report provides an update on the key workforce trends, which are monitored on an on-going basis. As with previous reports information within this report covers staff that are on NHS Lothian payroll, it does not cover staff currently employed by the University etc. who work on the NHS sites.

Information within the report is derived from either the payroll system or the HR Information System Northgate Empower.

The trends contained within the report have been re-based where this has been required to reflect changes within the organisational structure and as such use the financial structures as the basis for reporting.

The process to gather numbers and intelligence for inclusion in the 2008 Board Workforce Plan is currently underway. A workforce-planning template has been distributed to CMTs and CHPs in order to gather information on projected changes in workforce numbers along with guidance on completion. Once returned these will be collated and reviewed prior to submission to the Scottish Government Workforce Unit, they will also feature within the NHS Lothian workforce plan. It is intended that workforce reports in the 2008-9 financial year will monitor the progress towards the planned workforce numbers.

All of the detailed information within this 'overview level' report can be 'drilled down'. It can also be stratified by a range of factors such as Division, grade, site, etc. CMTs and CHPs are now provided with much of the workforce utilisation information contained within this report directly for their service area. However over Q1 the workforce planning team intend to link in with CMTs and CHPs to assess what workforce information requirements they have with a view to agreeing a range of standard performance indicators, which can be supplied, on a monthly/quarterly basis.

The project to role out the Northgate Empower (formerly known as PWA) HR System is now effectively complete. The HR Systems team is currently undertaking a review of implementation and monitoring system use with a view to identify areas not fully utilising the system. A full Audit process is being established to monitor Input and Usage, which will identify and target areas where there is a need for follow-up training/support.

The report has also recently been expanded to include a range of ethnic monitoring in line with commission for Racial Equality requirements. Following the implementation of on-line recruitment on 5th of March it is expected that there will be a considerably improved response rate to diversity monitoring questions, as this is now a mandatory step in the on-line recruitment process.

3. NHS Lothian Staffing Overview

3.1. In-post Staffing

NHS Lothian currently employs 18,613 whole time equivalent (wte) staff. The table below details staff in post for April 2007 to March 2008 by staff group.

Table 1: Breakdown of Workforce by Staff Group - April 2007 to March 2008

Staff Group	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	YTD Average
Medical	1,777	1,811	1,805	1,784	1,817	1,838	1,843	1,856	1,805	1,840	1,790	1,845	1,818
Nursing Reg	6,657	6,644	6,639	6,524	6,578	6,562	6,520	6,525	6,513	6,555	6,556	6,627	6,575
Nursing Non-reg	2,665	2,616	2,630	2,652	2,657	2,594	2,595	2,616	2,555	2,607	2,618	2,651	2,621
P&T:A	1,812	1,795	1,809	1,801	1,791	1,770	1,824	1,753	1,748	1,761	1,761	1,771	1,783
P&T:B	884	888	879	946	918	921	886	960	969	962	960	959	928
A&C	3,054	3,040	3,047	3,053	3,051	3,047	3,037	3,033	3,028	3,022	3,029	3,012	3,038
Ancillary	1,633	1,629	1,628	1,643	1,620	1,615	1,644	1,657	1,642	1,649	1,651	1,685	1,641
Maintenance	216	216	214	207	204	205	208	205	203	206	213	211	209
Total	18,699	18,640	18,650	18,610	18,636	18,552	18,559	18,604	18,463	18,602	18,578	18,760	18,613

P&T:A include AHPs, Clinical Scientists/Psychologists, Radiographers and Pharmacists.

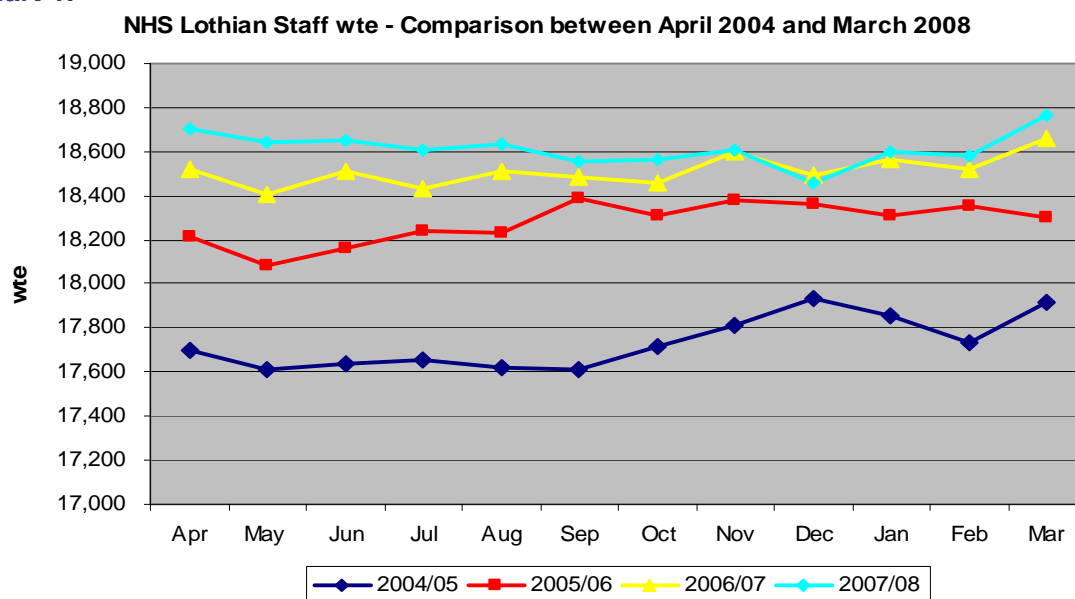
P&T:B include MLSOs and MTOs

The table and chart below provide a comparison of staff in post between Q1-4 2006/07 and Q1-4 2007/08.

Table 2: 2006/07 and 2007/08 Workforce comparison

Staff Group	Q1-4 2006/07	Q1-4 2007/08	Change +/-	Difference
Medical	1,773	1,818	44	2.49%
Nur. Reg	6,476	6,575	99	1.54%
Nur. Non-reg	2,679	2,621	-58	-2.16%
P&T:A	1,762	1,783	21	1.21%
P&T:B	1,031	928	-103	-9.99%
A&C	3,086	3,038	-48	-1.55%
Ancillary	1,508	1,641	133	8.83%
Maintenance	199	209	10	5.14%
Total	18,513	18,613	100	0.54%

Chart 1.



The NHS Lothian Workforce is relatively consistent following the trend first seen in March 2007. The average for Q1-Q4 2007/08 compared to Q1-Q4 2006/07 has however increased by 100 wte (0.54%). Within this overall increase there has been an increase in the average of 99 wte (1.54%) registered nurses and 44 wte in Medical staff (2.49%).

The average increase in nursing is due to active recruitment to vacancies, in order to minimise bank and agency useage, which has reduced overall by 9% (see section 6.2). Bank and agency staff are found within Corporate and Facilities.

The medical increase between March 2007 and March 2008 is due in the main to an increase in Consultants of 39.58 wte (6.26%) There has been a reduction in the number of training grade doctors (including SPR, FY1, FY2, House Officers and Senior House Officers) of 61.94 wte (6.13%). There are also a number of GP and Dentists now working for NHS Lothian.

There appears to be a decrease within the P&T B workforce, however this is because a proportion of the staff have been graded as Non Registered Nurses and Ancillary staff as part of the AfC assimilation.

The figures below are the average for the Q1-4 2007/08 period.

Table 3: Breakdown by Division/CHPs and Staff Group Q1 – 4 2007/08

Staff Group	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	YTD Average
Medical	1,472.46	37.70	36.52	65.65	90.14	35.29	79.79	1,817.55
Nursing Reg	3,810.69	482.96	299.21	808.21	416.15	369.84	387.95	6,575.02
Nursing Non-reg	1,140.42	354.94	152.86	347.64	265.79	167.31	192.20	2,621.16
P&T:A	933.77	43.91	52.55	316.70	181.16	93.32	161.66	1,783.07
P&T:B	764.55	34.73	0.70	22.69	0.85	1.56	102.53	927.60
A&C	1,092.75	1,359.46	90.65	242.60	70.52	54.61	127.36	3,037.95
Ancillary	123.08	1,466.21	25.36	17.22	-	7.82	1.64	1,641.34
Maintenance	0.08	208.28	0.19	0.47	-	-	-	209.02
Grand Total	9,337.80	3,988.19	658.04	1,821.19	1,024.61	729.74	1,053.13	18,612.71

Chart 2.

Comparison of wte by Division/CHP - between Q1, Q2, Q3 and Q4 2007/08

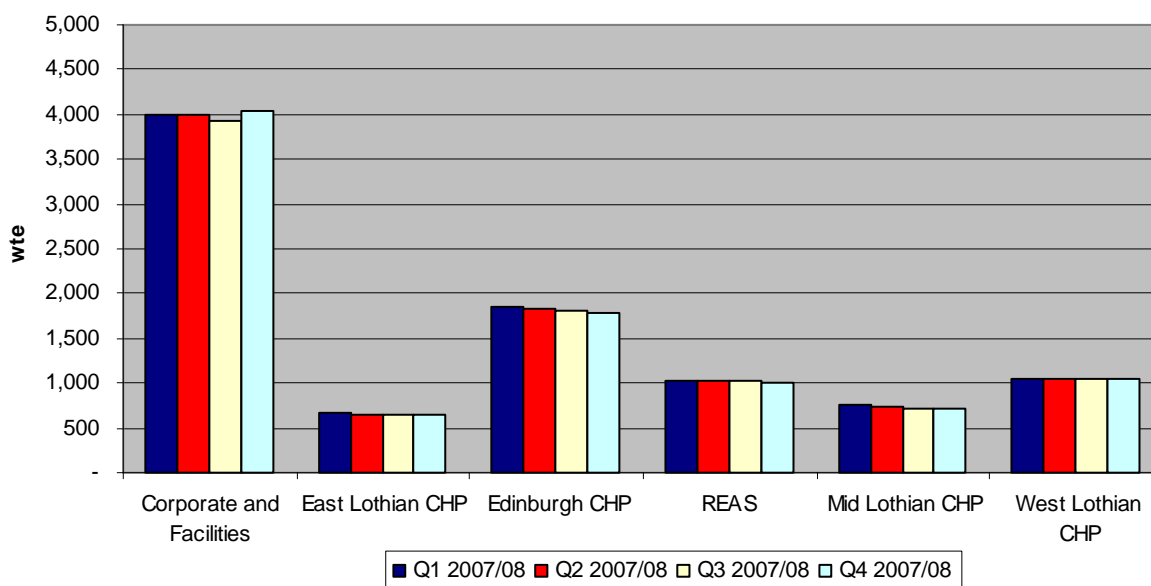
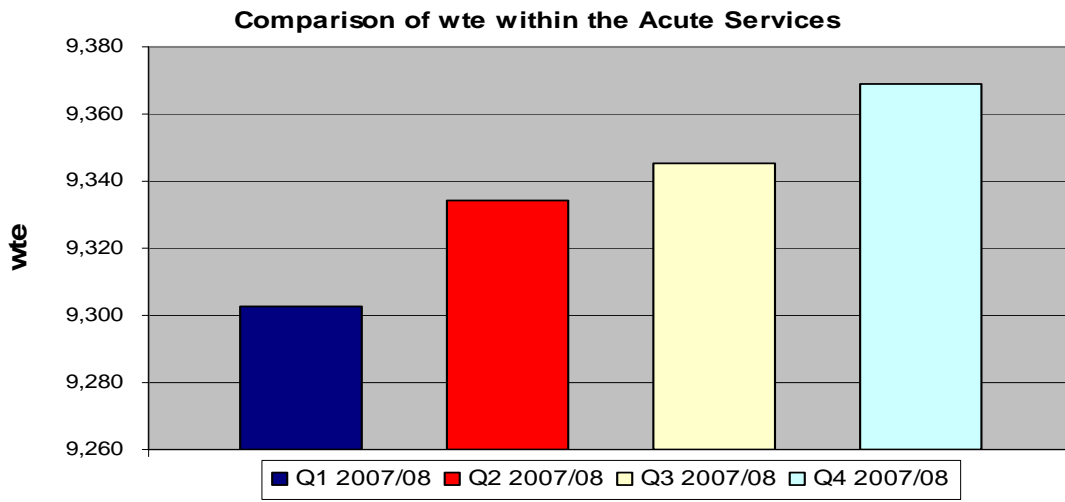


Chart 3



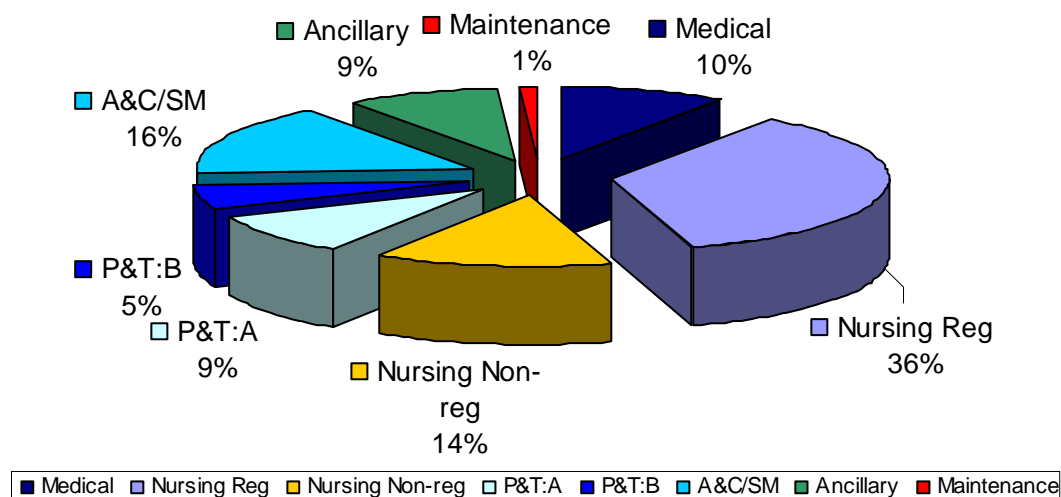
3.2. Established Posts

Workforce Establishment figures used are those held within the three financial systems within Lothian. These are the same figures that Operational Managers receive in their budget statements and use for the management of their Division/CHPs.

The following chart is the distribution of the workforce establishments by staff group across NHS Lothian as at March 2008.

Chart 4.

NHS Lothian Workforce Establishments as at March 2008



The following table shows establishment figures for each staff group within each NHS Lothian Division/CHPs.

Table 4: Establishment figures per staff group per Division/CHPs

Staff Group	Division/CHPs							Total
	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mental Health	Midlothian Chp	West Lothian CHP	
Medical	1,544	26	47	54	111	39	63	1,883
Nursing Reg	4,004	71	297	801	465	394	377	6,408
Nursing Non-reg	1,262	3	156	405	296	172	193	2,487
P&T:A	916	28	60	344	130	100	168	1,746
P&T:B	917	27	1	21	3	3	88	1,060
A&C	1,135	1,360	171	238	78	55	114	3,152
Ancillary	116	1,454	-	8	-	6	0.77	1,584
Maintenance	-	231	-	0	-	-	-	231
Total	9,895	3,201	732	1,870	1,083	767	1,003	18,551

Source – Divisional E-financial Systems

The establishment figures provided are below the figure for staff in post in December 2007; in the year to date in-post figures have been on average 73 wte higher. It should be noted that the in post figure for corporate & facilities is higher than the establishment because it includes Nurse Bank staff who are paid against a nurse bank cost centre and then costs recharged internally. This equates to c588 wte overall. (Average ytd)

3.3 Vacancies

3.3.1 Vacancies Actively under Recruitment

The following vacancies are those actively under recruitment for all staff groups including medical staff. Medical recruitment are scheduled to commence utilising Empower on completion of the relocating to the Lister site during August 2008. Vacancies that are on-hold or frozen are not included.

Charts 5 and 6 detail the vacancies under recruitment by staff group and the number under recruitment compared with last financial year.

Chart 5.

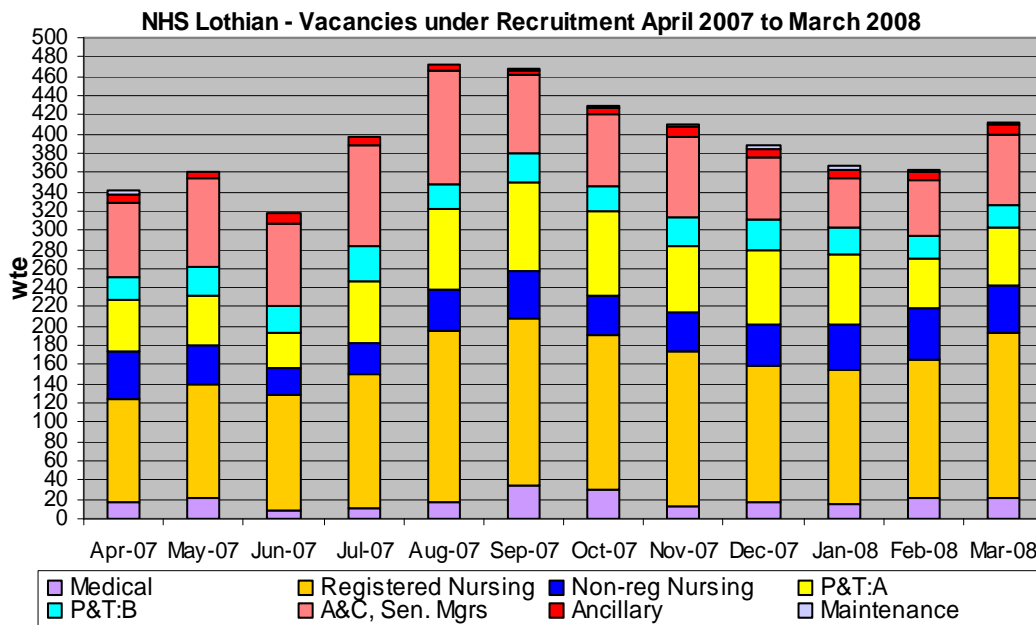
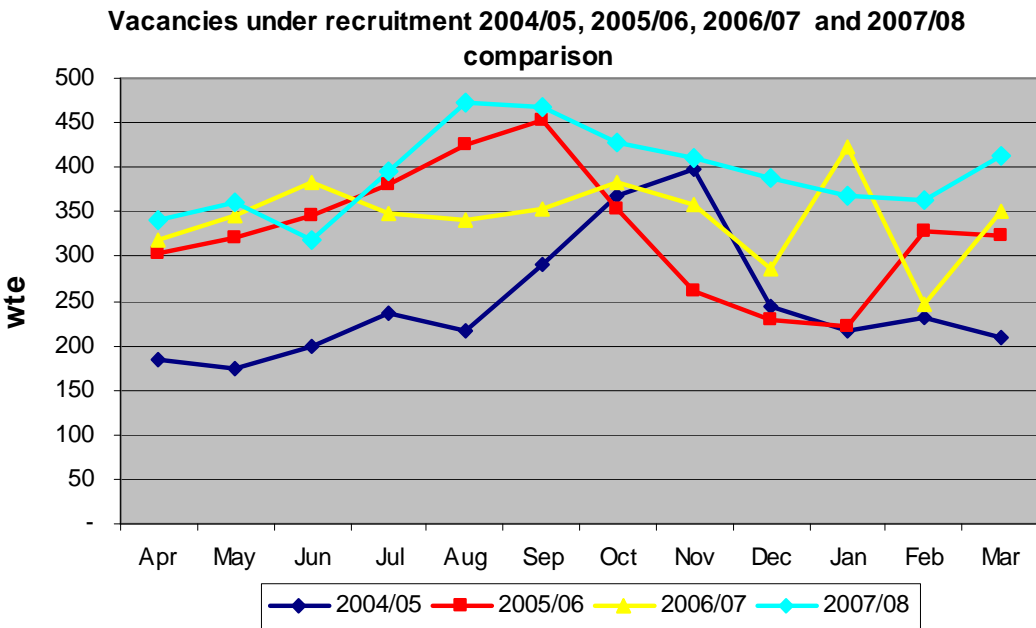


Chart 6.



There has been an increase of 30.51 wte on average for the year to date compared to the same period last year (excluding medical staff).

4. NHS Lothian Workforce Costs

4.1 In year Workforce Costs

The total workforce costs for Q1-4 2007/08 were c£676m the following table details these workforce costs by staff group. These costs represent the Gross Charge to NHS Lothian and include all employers' costs and additional payroll costs such as overtime and shift premiums, details of these are included later on in this report. This also excludes distinction awards and agency expenditure.

Table 5: Breakdown of Workforce costs by staff group – Q1-Q4 2007/08

Staff Group	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	YTD Total
Medical	13,253,844	13,416,356	13,414,587	13,497,761	13,160,814	13,713,323	13,775,658	13,814,459	13,464,746	13,635,453	13,454,552	13,568,896	162,170,449
Nursing Reg	19,736,722	20,707,661	19,392,421	19,655,945	21,013,038	20,324,424	19,852,083	19,641,410	19,494,804	20,129,647	19,905,324	19,881,121	239,734,600
Nuring Non-reg	4,343,283	4,454,872	4,326,091	4,534,238	5,020,804	4,542,706	4,427,086	4,427,693	4,409,499	4,592,798	4,555,727	4,778,107	54,412,905
P&T:A	5,462,950	5,859,168	5,490,825	5,698,478	5,687,171	5,647,670	5,605,536	6,093,293	5,336,537	5,368,532	5,475,140	5,556,264	67,281,564
P&T:B	2,203,783	2,268,140	2,191,183	2,319,283	2,396,446	2,611,010	2,227,225	2,676,798	2,535,585	2,726,891	3,805,563	3,171,942	31,133,847
A&C	6,689,789	6,851,356	6,673,180	6,879,388	7,636,790	6,808,686	6,657,586	6,752,566	6,771,164	6,733,284	7,316,327	7,034,640	82,804,757
Ancillary	2,375,145	2,318,477	2,356,420	2,900,980	2,489,876	2,857,191	2,405,245	2,422,943	2,903,881	2,535,905	2,475,398	3,075,446	31,116,907
Maintenance	580,487	673,468	661,210	1,092,816	548,747	591,001	529,718	565,434	587,914	543,825	545,125	610,156	7,529,901
Total	54,646,004	56,549,499	54,505,916	56,578,889	57,953,686	57,096,011	55,480,137	56,394,596	55,504,129	56,266,335	57,533,155	57,676,572	676,184,930

The table below provides a comparison of workforce costs between 2006/07 and 2007/08. The subsequent table provides details of the distribution of the costs by Division/CHPs and staff group.

Table 6: Q1-4 2006/07 and Q1-4 2007/08 Workforce costs comparison

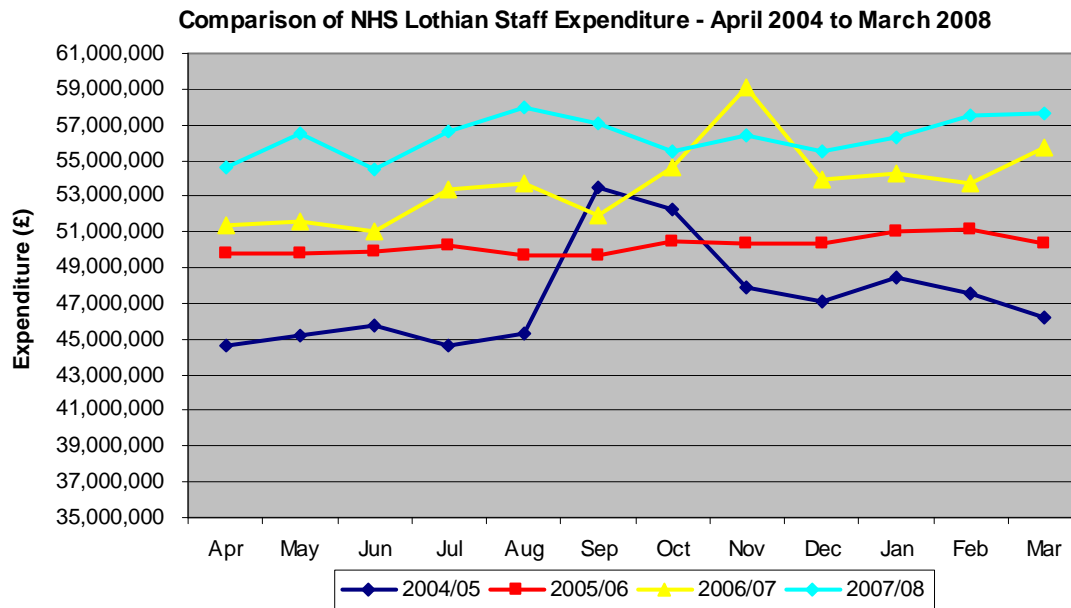
Staff Group	Q1 - 4 2006/07	Q1 - 4 2007/08	Difference	% of Difference
Medical	156,359,279	162,170,449	5,811,170	3.72
Nursing Reg	229,171,563	239,734,600	10,563,037	4.61
Nuring Non-reg	53,537,148	54,412,905	875,756	1.64
P&T:A	62,742,211	67,281,564	4,539,353	7.23
P&T:B	29,761,381	31,133,847	1,372,466	4.61
A&C	79,129,679	82,804,757	3,675,077	4.64
Ancillary	27,648,614	31,116,907	3,468,293	12.54
Maintenance	6,013,595	7,529,901	1,516,306	25.21
Total	644,363,472	676,184,930	31,821,458	4.94

Table 7: Breakdown by Division/CHPs and staff group Q1 – 4 2007/08

Staff Group	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	YTD Total
Medical	131,135,930	4,074,513	3,548,007	5,911,351	7,759,101	3,490,433	6,260,678	162,180,013
Nursing Reg	137,428,959	18,393,802	11,345,337	29,601,141	15,101,132	13,515,801	14,348,428	239,734,600
Nursing Non-reg	22,736,371	8,151,949	3,187,573	7,184,727	5,742,739	3,418,818	3,989,137	54,411,313
P&T:A	35,402,349	1,724,065	2,059,179	11,691,871	7,076,377	3,553,965	5,773,758	67,281,564
P&T:B	26,395,257	1,142,925	17,584	788,013	26,701	32,960	2,730,408	31,133,847
A&C	25,198,342	42,890,915	2,522,717	6,096,768	1,648,901	1,317,317	3,121,824	82,796,784
Ancillary	2,612,242	27,377,865	625,291	319,411	-	156,586	25,512	31,116,907
Maintenance	5,377	7,508,403	8,342	7,780	-	-	-	7,529,901
Grand Total	380,914,828	111,264,436	23,314,029	61,601,060	37,354,952	25,485,879	36,249,744	676,184,930

All of the detailed information within this 'overview level' report can be 'drilled down'. It can also be stratified by a range of factors such as Division, grade, site, etc.

Chart 7.



Payroll costs have increased by £31.8m (4.94%) for Q1-Q4 2007/08 when compared with the same period in 2006/07. The increase is accounted for by the following:

- The expenditure increase is 4.5% more than the wte increase, this continues to be high due to the backdated Agenda for Change payments paid to P&T A, Ancillary and Maintenance staff have increased costs by 7.23%, 12.54% and 25.21% respectively.
- The substantial increases in payments to Maintenance staff are due to AfC terms and conditions.

Below are two charts. The first details expenditure by Corporate and Facilities and CHP the second details expenditure for the Acute division.

Chart 8

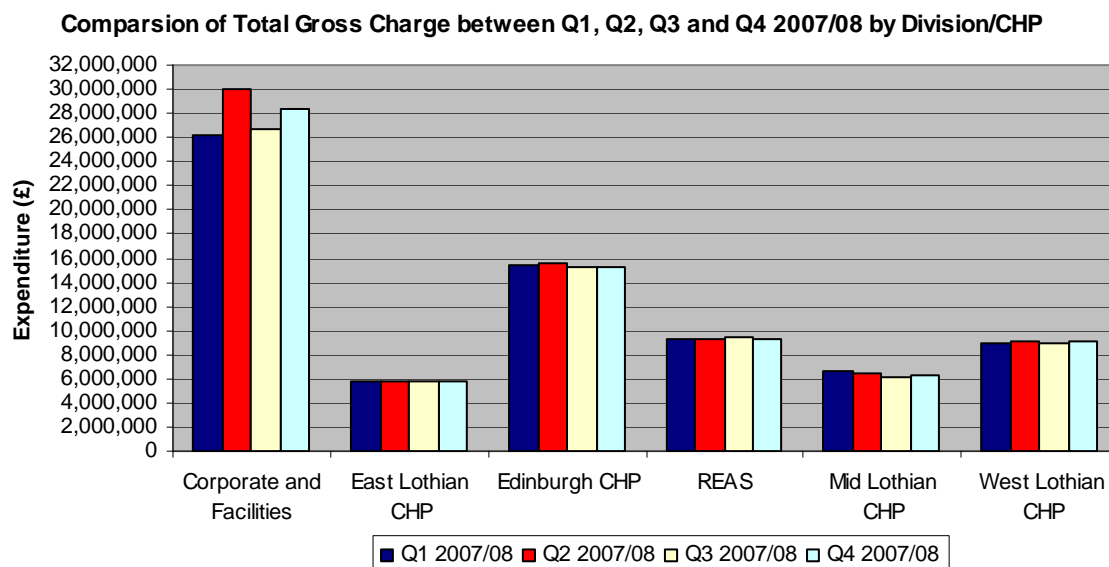
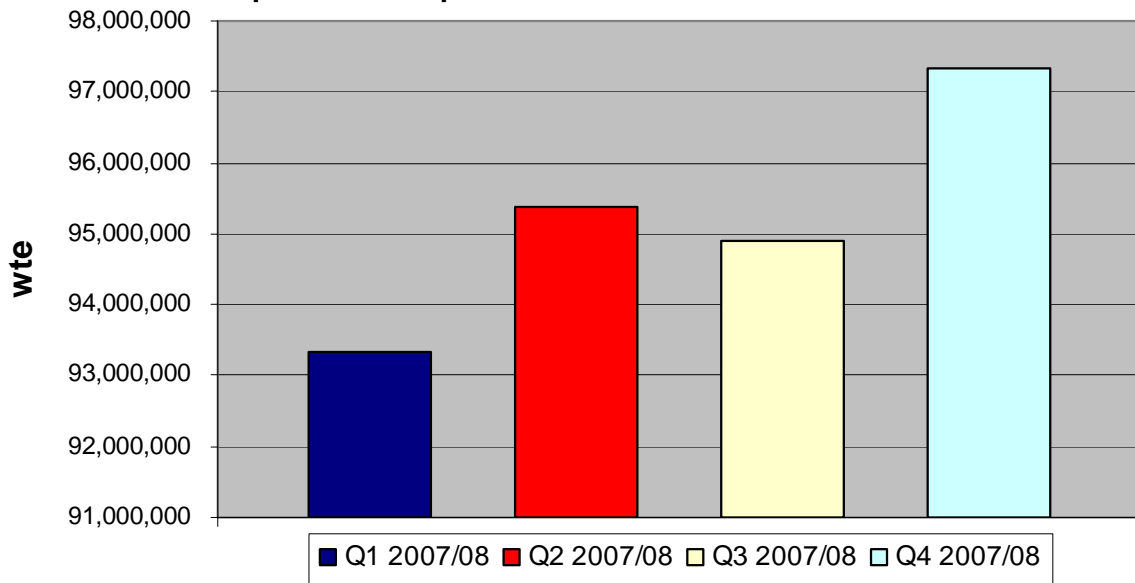


Chart 9

Comparison of Expenditure within the Acute Services



4.2 Overtime Expenditure

The total overtime costs for Q1-4 2007/08 were c£5.8m; the following table illustrates the distribution of these costs by staff group for this period.

Table 8: Distribution of Overtime costs by staff group April 2007 – March 2008

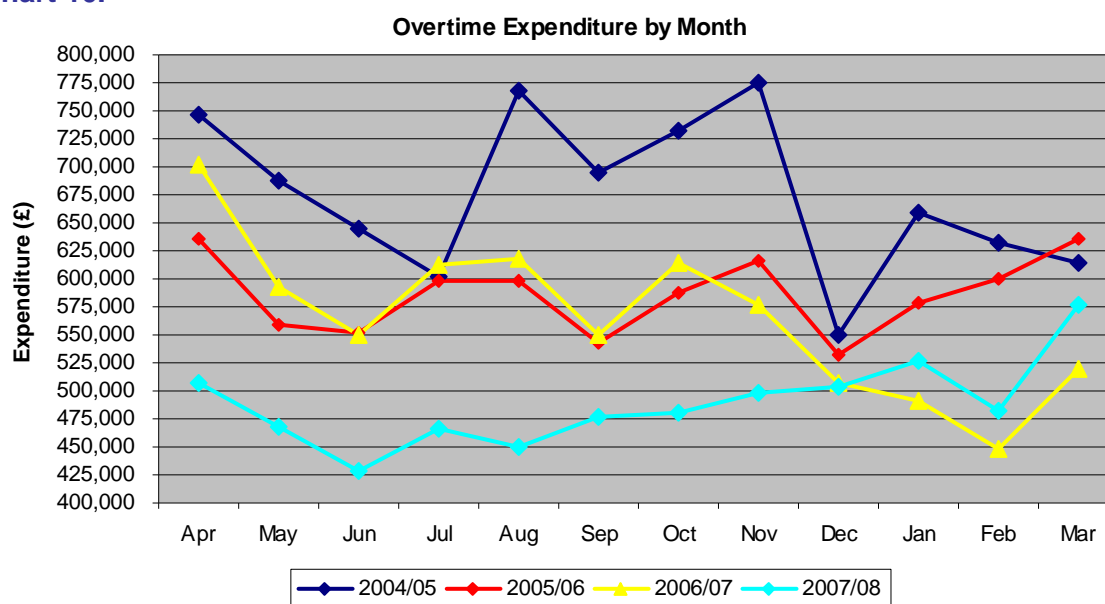
Staff Group	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
Nursing Reg	169,836	165,178	132,000	121,914	151,191	138,213	147,456	159,163	168,863	175,967	146,961	185,000	1,861,742
Nursing Non-reg	43,240	37,705	28,915	24,176	25,956	26,945	40,065	46,278	40,423	37,972	29,238	42,973	423,885
P&T:A	44,340	43,615	35,521	39,526	45,807	48,150	53,959	46,853	39,160	47,928	45,683	46,222	536,764
P&T:B	24,026	20,217	22,289	19,704	19,953	22,180	16,422	26,481	27,006	23,908	22,900	29,694	274,779
A&C	57,866	46,116	44,363	41,609	46,222	39,364	49,826	51,592	54,131	46,806	50,968	57,305	586,168
Ancillary	125,805	115,152	125,186	164,806	120,753	149,177	129,034	122,053	134,507	134,950	139,581	169,335	1,630,339
Maintenance	41,924	38,998	40,007	53,653	40,690	52,288	43,818	45,280	39,952	60,126	47,479	45,425	549,642
Total	507,038	466,980	428,281	465,388	450,572	476,316	480,579	497,701	504,042	527,657	482,812	575,954	5,863,319

The table and chart below provide a comparison of overtime costs between 2006/07 and 2007/08 financial years. A further table can be found showing the breakdown by Division/CHPs and staff groups.

Table 9: Q1- 4 2006/07 and Q1- 4 2007/08 overtime costs comparison

Staff Group	Q1-4 2006/07	Q1-4 2007/08	Difference	% Difference
Nursing Reg	2,462,078	1,861,742	-600,336	-24.38
Nursing Non-reg	704,466	423,885	-280,580	-39.83
P&T:A	412,969	536,764	123,794	29.98
P&T:B	356,317	274,779	-81,538	-22.88
A&C	717,389	586,168	-131,221	-18.29
Ancillary	1,587,647	1,630,339	42,691	2.69
Maintenance	541,847	549,642	7,795	1.44
Total	6,782,714	5,863,319	-919,395	-13.55

Chart 10.



Overtime costs for the Q1- Q4 2007/08 period have reduced by 13.55% when compared with the same period in the previous financial year. This significant drop is due in part to Agenda for Change assimilation and staff who previously would have received “double time” for overtime payments are now receive “time and a half” as well as an overall reduction in utilisation. The only staff groups showing an increase are P&T A and Ancillary at around c£123k (29.98%) and c£42k (2.69%) respectively.

Table 10: Breakdown of overtime cost by Division/CHPs and staff group

Staff Group	Corporate & Facilities		East Lothian			Mid Lothian	West Lothian	YTD Total
	Acute		Lothian CHP	Edinburgh CHP	REAS	Lothian CHP	Lothian CHP	
Nursing Reg	1,551,043	30,346	17,664	88,474	124,441	28,473	21,302	1,861,742
Nursing Non-reg	120,414	39,052	7,681	135,932	110,429	3,691	6,686	423,885
P&T:A	480,173	9,516	-	15,439	5,041	2,519	24,075	536,764
P&T:B	264,323	7,616	-	239	274	-	2,327	274,779
A&C	243,381	288,254	5,747	13,107	817	13,079	21,783	586,168
Ancillary	97,808	1,508,521	1,174	7,486	-	15,114	236	1,630,339
Maintenance	-	549,642	-	-	-	-	-	549,642
Total	2,757,143	2,432,948	32,266	260,676	241,001	62,876	76,408	5,863,319

Chart 11

Comparison of Overtime Payments by CHP - between Q1, Q2, Q3 and Q4 2007/08

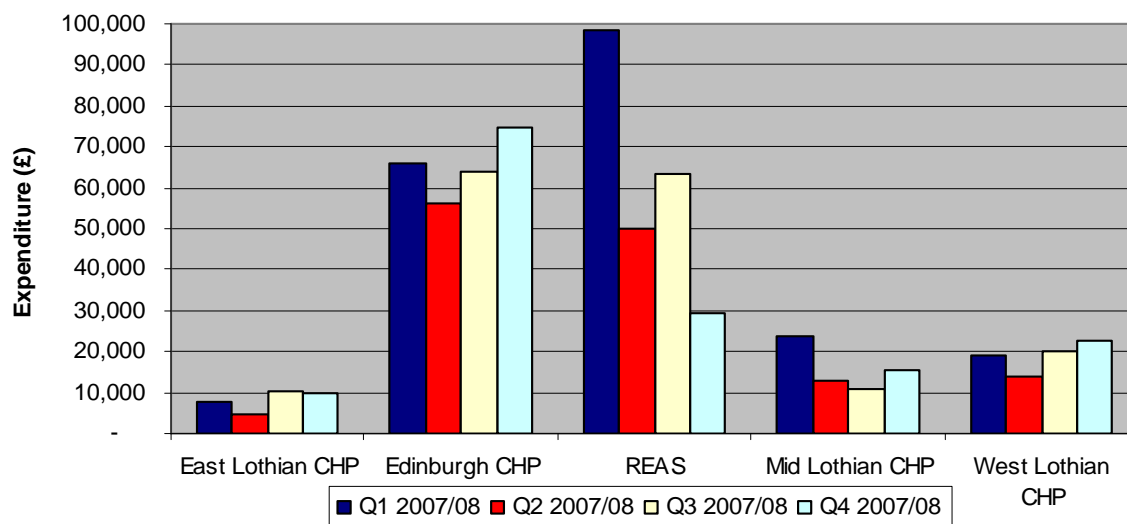
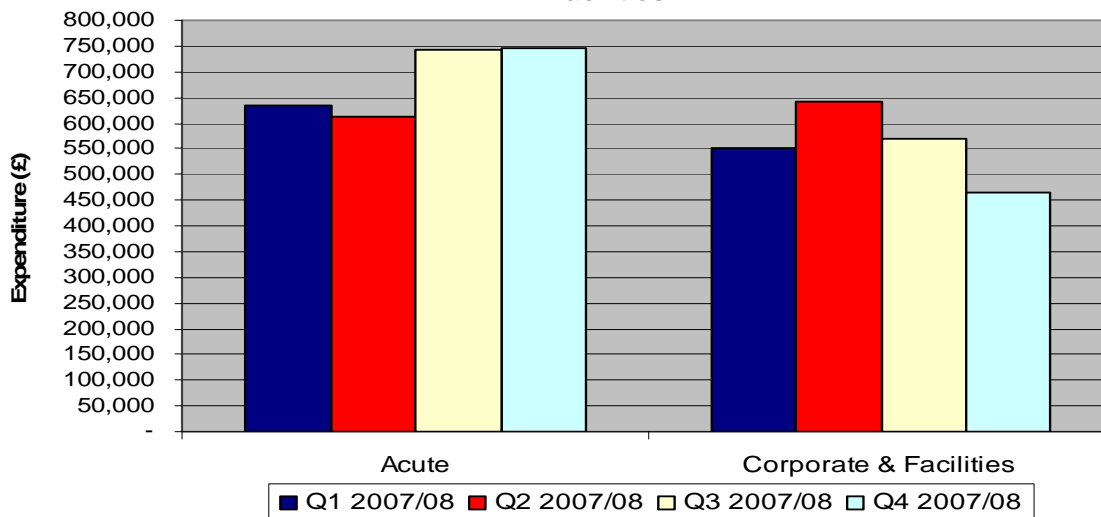


Chart 12

Comparison of Overtime within the Acute Services and Corporate and Facilities



4.3 Enhanced Pay Costs

These payments are made to staff working on a shift basis and as such attract an enhancement for night, un-social, Saturday and Sunday hours working.

The total enhanced costs for the Q1-4 2007/08 period were c£26.3m. The following table illustrates the distribution of enhanced pay costs by staff group for this period.

Table 11: Distribution of Enhanced pay costs by staff group April 2007 – March 2008

Staff Group	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total YTD
Nursing Reg	1,257,136	1,681,555	1,389,064	1,305,847	1,468,120	1,268,584	1,607,767	1,270,403	1,279,626	1,758,387	1,563,702	1,304,122	17,154,313
Nursing Non-reg	388,070	496,235	411,651	407,423	430,738	399,310	454,930	383,809	391,013	522,535	468,809	422,510	5,177,034
P&T:A	9,031	31,893	17,172	9,954	9,816	10,200	19,137	12,020	9,142	15,848	14,473	9,679	168,364
P&T:B	2,033	14,794	4,793	2,831	2,715	2,582	4,479	2,503	2,991	7,047	5,516	3,120	55,406
A&C	61,539	84,151	62,813	50,667	50,055	49,987	64,838	46,335	47,500	70,793	55,650	48,770	693,099
Ancillary	267,356	245,703	208,436	255,921	211,966	284,326	222,783	214,798	306,286	278,418	223,614	324,710	3,044,317
Maintenance	4,728	4,594	4,322	4,178	3,166	5,369	3,145	3,276	4,344	5,340	3,424	5,566	51,450
Total	1,989,893	2,558,926	2,098,251	2,036,822	2,176,576	2,020,358	2,377,078	1,933,145	2,040,902	2,658,368	2,335,187	2,118,477	26,343,983

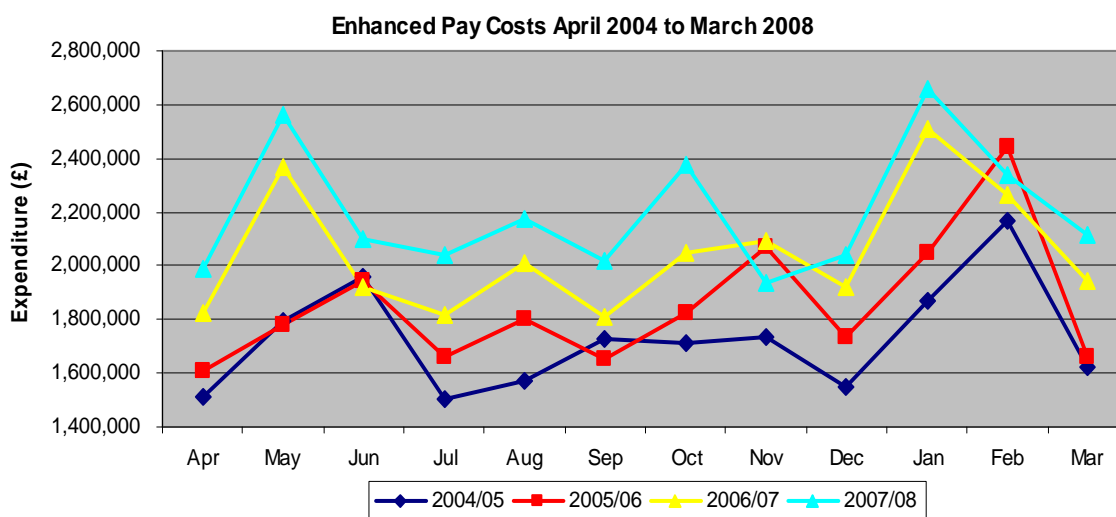
The table below provide a comparison of enhanced pay costs between the Q1-4 2006/07 and Q1-4 2007/08.

Table 12: Q1-4 2006/07 and Q1-4 2007/08 average Enhanced pay costs comparison

Staff Group	Q1 - 4 2006/07	Q1 - 4 2007/08	Difference	%Difference
Nursing Reg	15,739,982	17,154,313	1,414,331	8.99
Nursing Non-reg	4,970,669	5,177,034	206,366	4.15
P&T:A	133,586	168,364	34,778	26.03
P&T:B	99,687	55,406	-44,281	-44.42
A&C	825,154	693,099	-132,055	-16.00
Ancillary	2,708,687	3,044,317	335,630	12.39
Maintenance	47,782	51,450	3,668	7.68
Total	24,525,546	26,343,983	1,818,436	7.41

The chart below gives a comparison of enhanced pay costs from April 2004 and March 2008

Chart 13



Enhanced pay costs for Q1-4 2007/08 have increased by average of 7.41% compared to the same period last year. Ancillary, P&T A, Nursing Non Reg, Nursing Reg and maintenance have shown an increase due to Agenda for Change. All other groups have shown a decrease.

The table below details the breakdown of enhanced pay costs by Division/CHPs and staff group.

Table 13: Breakdown of Enhanced Pay Costs by Division/CHPs and Staff Group

Staff Group			East			West		Total YTD
	Acute	Corporate & Facilities	Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	Lothian CHP	
Nursing Reg	10,989,017	1,482,796	798,123	1,354,925	1,188,352	661,773	679,327	17,154,313
Nursing Non-reg	1,247,563	1,227,434	377,289	774,667	688,597	401,176	460,307	5,177,034
P&T:A	153,163	1,162	3,176	6,043	1,142	159	3,519	168,364
P&T:B	50,848	1,228	68	-	990	-	2,272	55,406
A&C	206,997	278,674	172,588	3,320	18,974	271	12,274	693,099
Ancillary	43,974	2,854,870	126,784	798	-	17,300	591	3,044,317
Maintenance	-	50,382	1,068	-	-	-	-	51,450
Total	12,691,563	5,896,546	1,479,096	2,139,753	1,898,055	1,080,679	1,158,291	26,343,983

The charts below illustrates the comparison between Q1, Q2, Q3 and Q4 2007/08 split by Acute and Corporate and Facilities and CHP's.

Chart 14. Comparison of Enhanced Cost by CHPs between Q1, Q2, Q3 and Q4

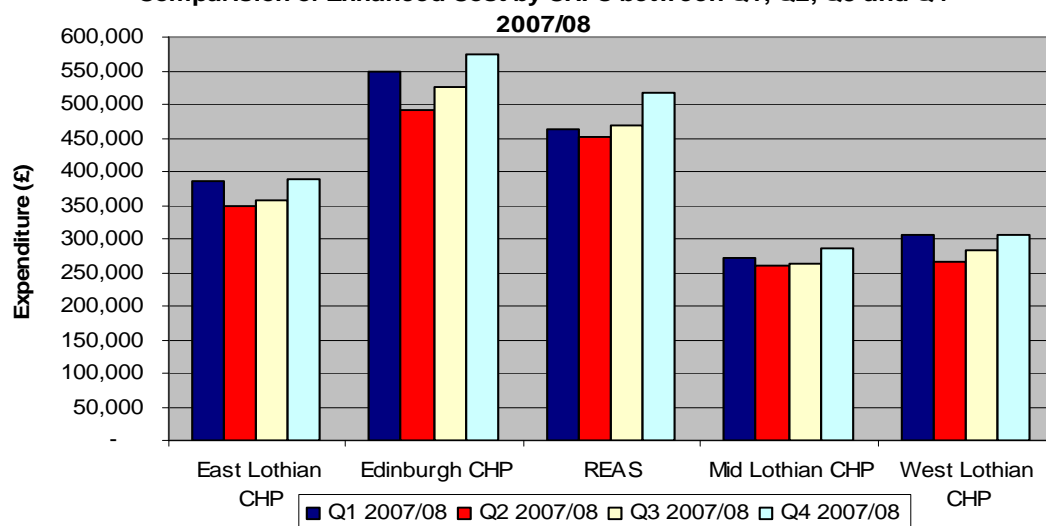
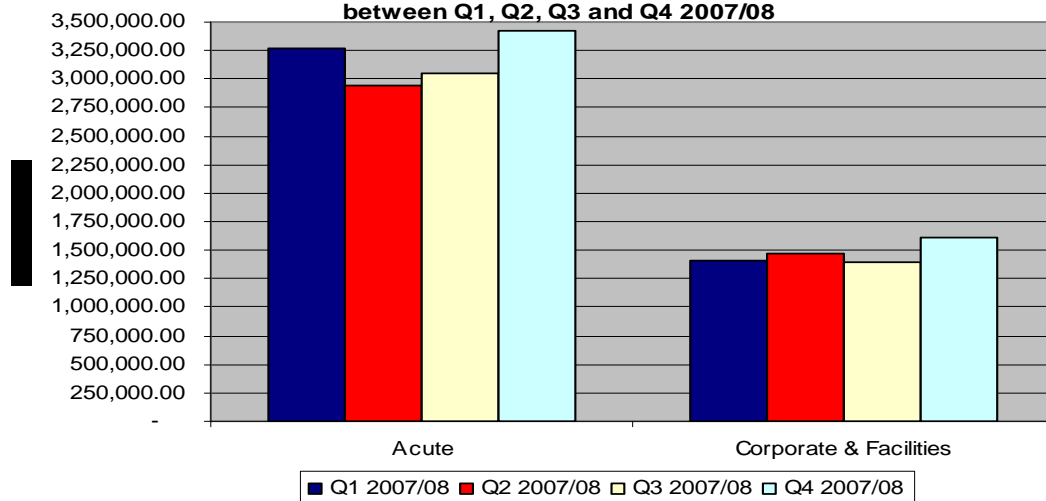


Chart 15 Comparison of Enhanced Cost by Acute and Corporate and Facilities between Q1, Q2, Q3 and Q4 2007/08



4.4 Training Grade Doctor Banding Payments

There is a legal requirement for all NHS Boards to ensure that all training grade medical rotas are compliant with the European Working Time Regulations (EWTR) by 2009. Within NHS Lothian approximately 49% of the trainees are banded on either 2A, 2B or 3 all of which are non-compliant. Progress towards compliance has thus far been achieved through local rota redesign or as a result of the implementation of Hospital at Night (HAN). However it is clear that a considerable challenge remains and a series of Working Time and Workforce Clinical Management Group seminars commenced on the 19th of February to develop options for workforce models.

During April and early May, a series of open meetings will be held on all four acute sites to enable staff to give views and thoughts on the models that have been developed. Following this process, a recommendation will be made for implementation will be made to relevant management groups. The following section details the situation in terms of banding payments made to training grade staff in the year to date and also the number of trainees against each band.

Training grade medical staff receive these payments in relation to the banding of their rota, with hours over 40 attracting a premium payment. These are as follows:

Table 14: Training grade Doctor Banding Payments

Band	% Enhancement applied to basic salary	
1a	50	Up to 48 hours (with unsocial hrs, on-call element)
1b	40	Up to 48 hours
2a	80	48-56 hours (with unsocial hrs, on-call element) EWTR non compliant
2b	50	48-56 hours EWTR non compliant
3	100	Non-compliant (Due to hours > 56, lack of breaks)
FA	25	Flexible Trainee(for further details see Appendix 1)
FB	5	Flexible Trainee(for further details see Appendix 1)

The following table details the distribution of training grade doctors banding payment costs for April to March 2008

Table 15: Junior Doctor Banding Expenditure by Division/CHPs Q1- 4 2007/08

Division/CHP	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	YTD Total	% of total
Acute	1,308,894	1,330,901	1,306,865	1,249,695	1,163,505	1,351,306	1,336,930	1,301,202	1,197,372	1,270,504	1,207,190	1,192,870	15,217,234	90.10%
Corporate	5,158	5,003	3,711	2,766	2,082	1,993	680	2,111	2,111	1,486	5,998	1,739	34,839	0.21%
East Lothian CHP	15,919	17,635	14,133	14,021	14,512	15,538	13,525	15,333	15,657	23,075	17,835	17,161	194,344	1.15%
Edin Lothian CHP	37,394	34,827	41,616	35,364	17,023	31,099	16,445	16,633	20,364	22,785	32,074	22,953	328,577	1.95%
REAS	78,370	75,884	65,861	64,292	44,929	67,702	66,021	61,548	67,848	65,322	49,919	63,818	771,514	4.57%
Mid Lothian CHP	7,019	4,681	7,247	3,848	7,068	1,473	2,716	3,810	4,687	4,860	8,009	13,319	63,306	0.37%
West Lothian CHP	28,127	24,808	21,464	27,885	17,730	17,173	25,406	22,296	22,639	24,062	20,206	28,561	280,357	1.66%
Total	1,480,882	1,493,740	1,460,897	1,397,870	1,266,850	1,486,284	1,456,291	1,422,934	1,330,679	1,412,095	1,341,230	1,340,420	16,890,171	100.00%

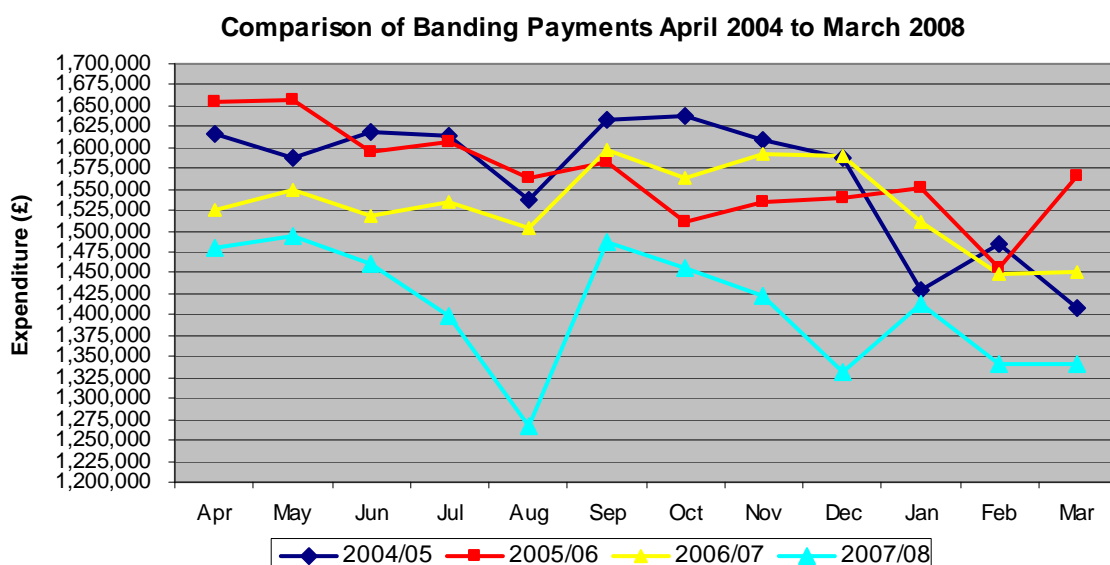
The following table and chart provide a comparison of banding pay costs between Q1 - 4 2006/07 and Q1 - 4 2007/08.

Table 16: Q1-4 2006/07 and Q1-4 2007/08 banding pay costs comparison (£)

Service	Q1 - 4 2006/07	Q1 - 4 2007/08	Q1 - 4 06/07 and Q1 - 4 07/08 variance
Acute	16,444,480	15,217,234	-1,227,246
Corporate	41,954	34,839	-7,115
East Lothian CHP	182,191	194,344	12,153
Edin Lothian CHP	50,807	328,577	277,770
REAS	-	771,514	771,514
Mid Lothian CHP	62,245	63,306	1,061
PCO	1,511,280	-	-1,511,280
West Lothian CHP	238,420	280,357	41,937
Total	18,531,377	16,890,171	-1,641,206

The figures above show that between Q1-4 2006/07 and Q1-4 2007/08 overall expenditure on banding payments has decreased by 8.86% (c£1.6m). When taking into consideration pay inflation these reductions increase to c£1.8m in real terms. Within NHS Lothian the Acute Division accounts for 90 % and the community services 10%. It should however be noted that the figures for REAS and CHPs are still a best estimate as the costs are non detailed separately coded as 'other' within payroll, this is done as it is not possible to identify separately.

Chart 16



The following table highlights the areas where bandings have changed between Q3 2007/08 and Q4 2007/08.

Table 17: NHS Lothian Junior Doctors Bandings Q3/Q4comparison

Former Division	Banding	Q3 2007/08	Q4 2007/08	Change
Acute Organisation	0	19	28	9
	1A	303	340	37
	1A (prov)	12	-	-12
	1B	55	57	2
	2A	183	186	3
	2B	249	237	-12
	2B (1B)	2	-	-2
	2B (2A)	9	-	-9
	3	10	10	-
	FB	2	1	-1
	F6/FA	1	-	-1
F8/FA	1	-	-1	
Acute Organisation Total		846	859	13
CHP/REAS	0	3	2	-1
	1A	29	29	-
	1B	48	42	-6
	1B (prov)	-	4	4
	1C	17	17	-
	2A	4	17	13
	2B	6	-	-6
	2B (prov)	-	6	6
	FB	1	-	-1
CHP/REAS Total		108	117	9
Grand Total		954	976	22

A breakdown of the above figures identify that according to the data provided by Medical Staffing 50.72% are now seen as being compliant with regards to the EWTR 2009 legislation.

Table 18: EWTR Compliance by Band as at March 2008

Division	CurrentBand	Non Compliant	Compliant
Acute	1A	3.24%	96.76%
	1B	1.75%	98.25%
	2A	100%	-
	2B	100%	-
	FB	-	100%
	3	100%	-
	NIL	-	100%
Acute Total		51.80%	48.20%
REAS/CHP	1A	-	100%
	1B	21.43%	78.57%
	1B(p)	100%	-
	1C	-	100%
	2A	100%	-
	2B(p)	100%	-
NIL	-	100%	
REAS/CHP Total		30.77%	69.23%
Grand Total		49.28%	50.72%

Source: NHS Lothian Medical Staffing

5. Absence Management

The roll-out of a single HR system Northgate Empower is underway and the project team have developed a project plan for rolling-out the Intranet E-Manager solution which will be used for absence recording. The plan is initially intending to focus on areas where there are no electronic means for recording absence in order to ensure improved coverage and eradication of duplication of effort.

The figures below are for all forms of absence except annual leave – full details can be found in table 21.

Whilst the changes in NHS Lothian the tables below still applies however it is hoped this will change in the near future. The following figure details the current situation with regards to progress in system roll-out as at March 31st 2008.

The current covers is as follows:

- Royal Edinburgh Hospital 100%
- Lothian Health 100%
- Astley Ainslie 100%
- East Lothian CHP 100%
- Mid Lothian CHP 100%
- Edinburgh CHP 100%
- Shared Services 97%
- Facilities and Logistics 100%
- West Lothian CHP 100%
- St Johns 100%

A range of audit reports is currently being compiled to ensure that Empower is being used constantly. Any areas where usage dips will be followed up on

5.1 Absence

As part of the LDP process CMT and CHP's have a sickness absence target and receive updates from Workforce Planning on monthly levels of sickness. The following table and chart detail the sickness absence for the Acute Division, REAS and CHPs, for the period January to March 2008. In the table the highest figure for each staff group within Divisions has been highlighted in red.

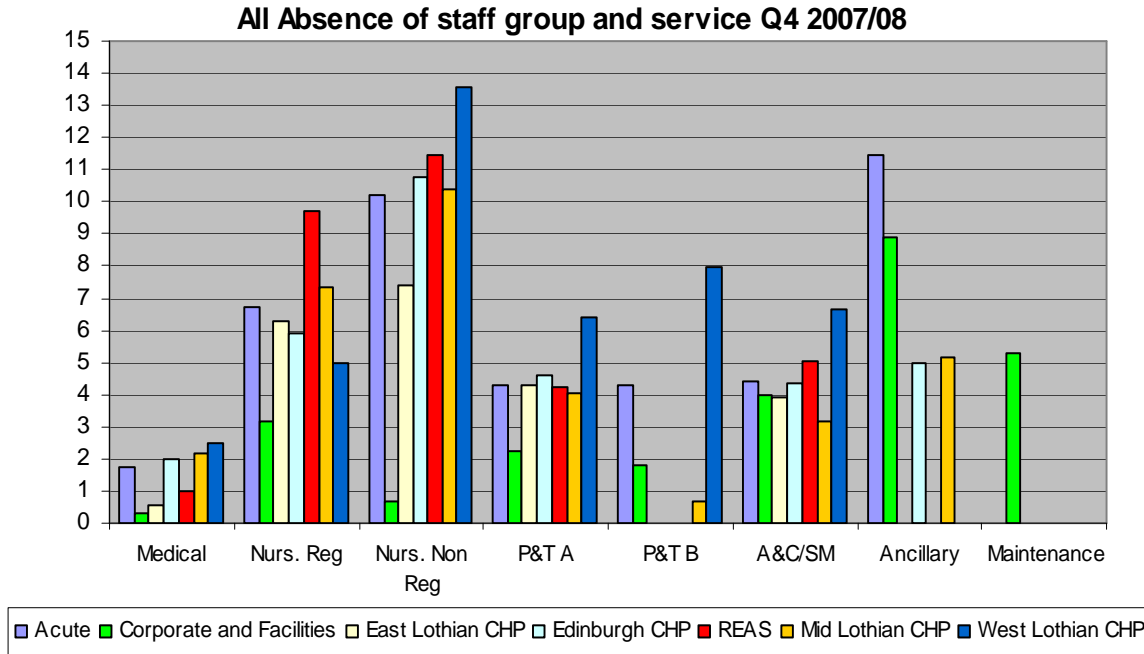
Table 19: All Absence Percentages by Division/CHP for Quarter 4 2007/08

Staff Group	Corporate and Facilities		East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Total
	Acute	Facilities						
Medical	1.73	0.28	0.56	1.98	1.02	2.19	2.51	1.70
Nurs. Reg	6.72	3.18	6.27	5.88	9.72	7.34	5.00	6.45
Nurs. Non Reg	10.20	0.71	7.42	10.79	11.44	10.41	13.55	9.16
P&T A	4.29	2.23	4.29	4.60	4.25	4.03	6.41	4.47
P&T B	4.30	1.81	-	-	-	0.66	7.97	4.57
A&C/SM	4.42	4.00	3.90	4.38	5.05	3.16	6.63	4.30
Ancillary	11.43	8.93	-	4.96	-	5.18	-	8.93
Maintenance	-	5.30	-	-	-	-	-	5.28
Total	5.67	5.39	5.57	6.13	8.13	7.03	7.08	5.92

Source: NHS Lothian Finance

In the case of medical staff it is difficult to determine the true level of absence as historically this is not collected and fed to payroll on a consistent basis, basic coverage is however improving.

Chart 17



As with previous quarters there are significant differences in levels of sickness absence between Division/CHPs, in some cases this is because there are a low number in a particular staff group and therefore makes percentages comparatively high.

Q4 cumulative registered nursing absence rates for all of Lothian are down to 6.45% compared to the Q4 2006/07 figure of 6.68% for registered nursing. Levels within non-registered nursing have increased slightly to an average of 9.16% when compared to Q4 2006/07 cumulative figure of 9.12%.

A comparison of total absence hours lost since April 2004 to March 2008 is detailed in the chart below:

Chart 18

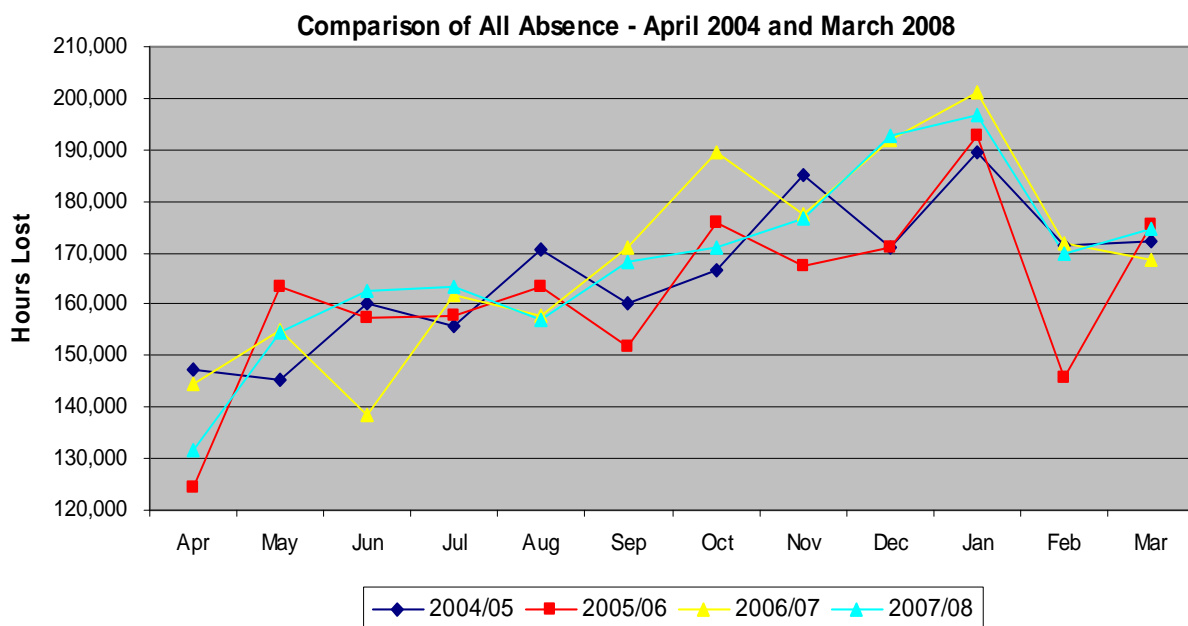


Table 20: Comparing total hours lost between Q4 2006/07 and Q4 2007/08

Staff Category	% of all absence	
	Q4 2006/07	Q4 2007/08
Medical	1.15	1.70
Nursing - Registered	6.68	6.45
Nursing - Non Reg	9.12	9.16
P&T A	4.21	4.47
P&T B	4.32	4.57
A&C/SM	4.75	4.30
Ancillary	8.60	8.93
Maintenance	8.08	5.28
Total	5.96	5.92

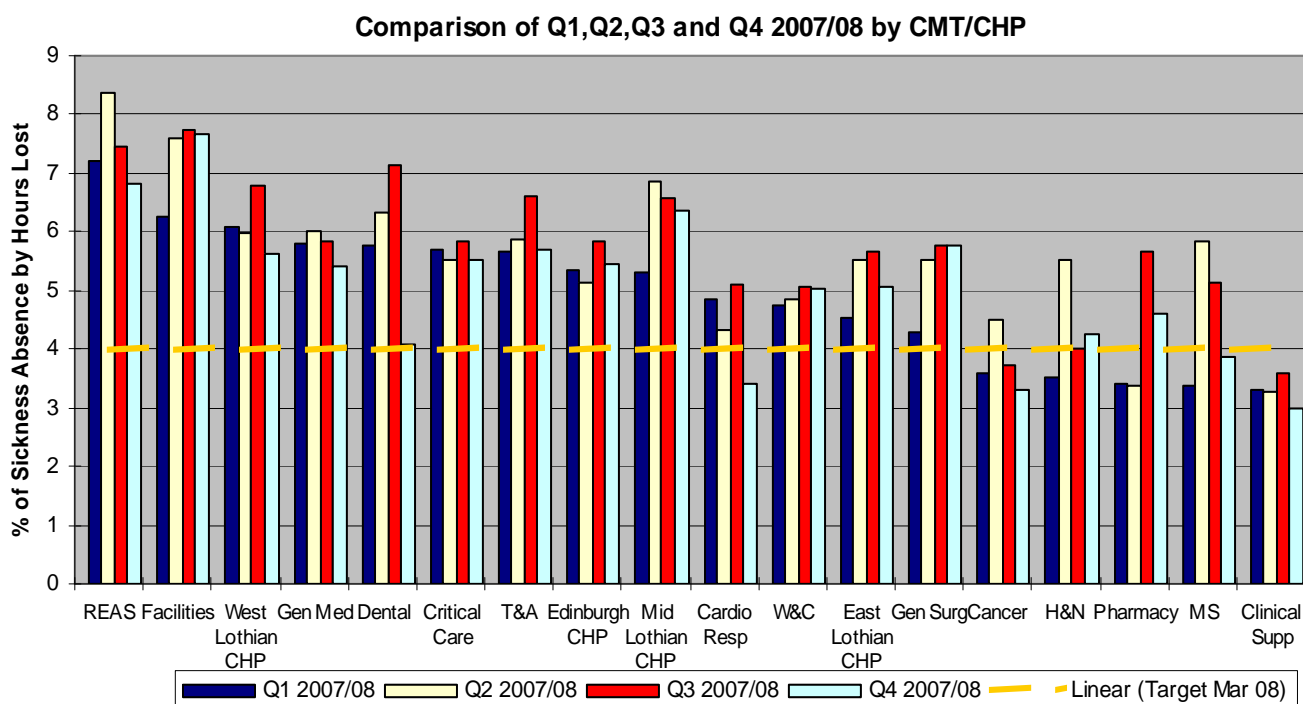
The table and chart below detail the level of sickness absence not including maternity leave, period of notice, etc details of which can be found in table 21.

Table 21: Percentage of Sickness Absence during the Q4 2007/08 split by Division and CHP

Staff Group	Corporate and Facilities		East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Total
	Acute	Facilities						
Medical	0.91	0.28	0.56	1.98	1.02	2.19	2.51	1.03
Nurs. Reg	5.80	2.16	5.48	5.33	6.64	6.47	4.50	5.47
Nurs. Non Reg	9.59	0.71	7.36	10.51	11.17	9.54	12.26	8.68
P&T A	3.21	2.23	2.88	2.40	3.74	4.03	2.06	3.02
P&T B	3.82	1.81	-	0.03	2.73	0.66	7.97	4.18
A&C/SM	4.18	3.77	3.86	4.24	5.05	3.16	3.20	3.95
Ancillary	10.94	8.24	-	4.96	-	5.18	-	8.28
Maintenance	-	5.19	-	-	-	-	-	5.17
Total	4.91	4.93	5.07	5.44	6.71	6.38	5.61	5.16

Source: NHS Lothian Finance

Chart 19:



The following table provides an indication of the variety of absences and percentage broken down by Staff Group and Division/CHP. From this data it is possible to see that the most frequent type of absence is that of Sickness Absence which is displayed in the table below

Table 22: Breakdown of Division/CHP and Absence Type (%) for Quarter 4 2007/08

Division/CHP	Quarter	Industrial Injury	Maternity Leave	Unauthorised Absence	Period of Notice	Sick Leave	Unpaid Authorised
Acute	Medical	-	44.42	0.12	-	52.45	3.01
	Nursing Reg	0.65	12.36	-	0.10	86.42	0.46
	Nursing Non Reg	-	4.89	0.01	0.93	93.98	0.18
	P&T A	-	21.21	-	2.09	74.72	1.99
	P&T B	-	11.14	-	-	88.63	0.23
	A&C/SM	-	3.67	-	1.37	94.61	0.34
	Ancillary	-	-	0.08	4.14	95.79	-
Acute Total		0.31	11.84	0.01	0.64	86.59	0.61
Corporate & Facilities	Medical	-	-	-	-	100.00	-
	Nursing Reg	-	31.27	-	0.81	67.91	-
	Nursing Non Reg	-	-	-	-	100.00	-
	P&T A	-	-	-	-	100.00	-
	P&T B	-	-	-	-	100.00	-
	A&C/SM	-	3.36	-	-	94.18	2.46
	Ancillary	1.24	4.28	1.04	0.22	92.24	0.98
Maintenance	2.08	-	-	-	97.92	-	
Corporate & Facilities Total		0.86	5.75	0.63	0.19	91.36	1.21
East Lothian CHP	Medical	-	-	-	-	100.00	-
	Nursing Reg	0.26	-	-	-	87.39	12.35
	Nursing Non Reg	-	-	-	-	99.27	0.73
	P&T A	-	-	-	32.85	67.15	-
	A&C/SM	-	-	-	-	98.87	1.13
	Ancillary	-	-	-	-	100.00	-
East Lothian CHP Total		0.13	-	-	2.10	91.07	6.69
Edinburgh CHP	Medical	-	-	-	-	100.00	-
	Nursing Reg	-	4.52	0.06	2.80	90.58	2.04
	Nursing Non Reg	-	-	1.75	0.85	97.41	-
	P&T A	-	33.09	-	-	52.07	14.83
	P&T B	-	-	-	-	100.00	-
	A&C/SM	-	-	-	-	96.82	3.18
Ancillary	-	-	-	-	100.00	-	
Edinburgh CHP Total		-	6.17	0.60	1.47	88.69	3.07
REAS	Medical	-	-	-	-	100.00	-
	Nursing Reg	-	27.66	1.07	1.69	68.34	1.23
	Nursing Non Reg	0.05	-	-	1.66	97.70	0.59
	P&T A	-	-	-	-	88.13	11.87
	P&T B	-	-	-	-	100.00	-
	A&C/SM	-	-	-	-	100.00	-
REAS Total		0.02	13.62	0.53	1.44	82.52	1.88
Midlothian Chp	Medical	-	-	-	-	100.00	-
	Nursing Reg	5.77	5.92	0.19	-	88.12	-
	Nursing Non Reg	1.41	-	-	7.00	91.59	-
	P&T A	-	-	-	-	100.00	-
	P&T B	-	-	-	-	100.00	-
	A&C/SM	-	-	-	-	100.00	-
Ancillary	-	-	-	-	100.00	-	
Midlothian Chp Total		3.61	3.23	0.10	2.31	90.74	-
West Lothian CHP	Medical	-	-	-	-	100.00	-
	Nursing Reg	0.93	9.13	-	-	89.94	-
	Nursing Non Reg	9.53	-	0.05	-	90.43	-
	P&T A	-	61.39	-	-	32.18	6.43
	P&T B	-	-	-	-	100.00	-
	A&C/SM	-	49.42	-	2.36	48.22	-
West Lothian CHP Total		3.52	16.14	0.02	0.25	79.17	0.90
Grand Total		0.73	9.73	0.23	0.79	87.26	1.26

5.2 Long Term All Absence

The chart below shows (in percentages) the distribution of absence by division classified as 'long term sick' where individuals have been off on sick leave for longer than a four-week period in comparison to those classified as short term sick.

Table 23: Breakdown long/short term sick by Division/CHPs (%)

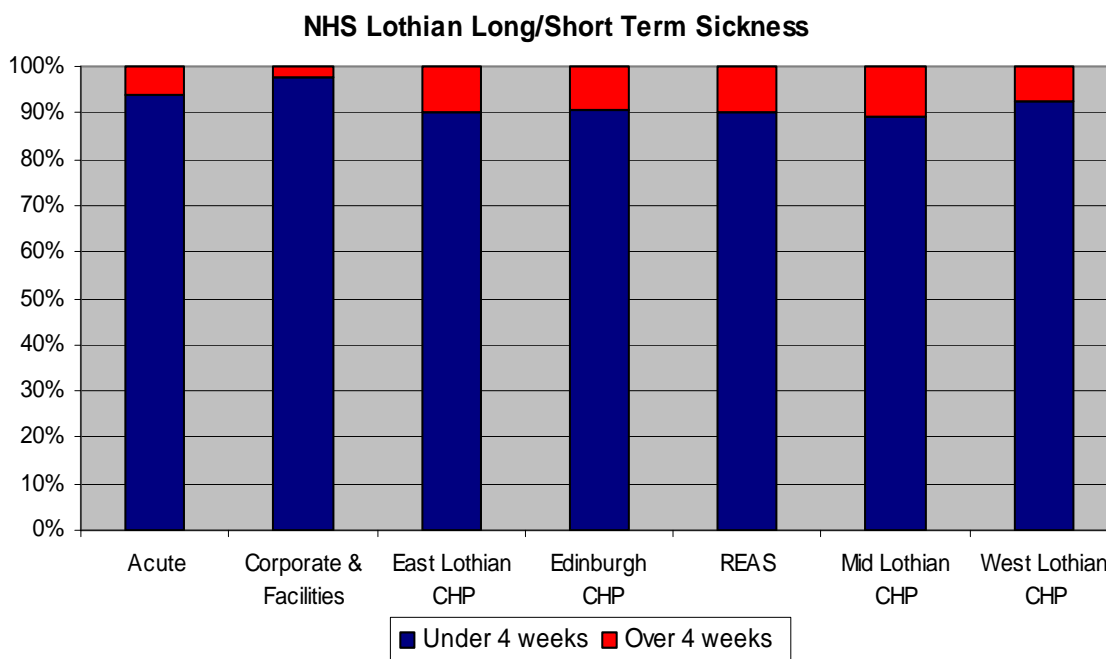
Q1 2007/08	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP
Under 4 weeks	93	97	89	90	93	90	91
Over 4 weeks	7	3	11	10	7	10	9

Q2 2007/08	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP
Under 4 weeks	92	98	88	91	91	92	91
Over 4 weeks	8	2	12	9	9	8	9

Q3 2007/08	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP
Under 4 weeks	93	98	91	90	92	91	94
Over 4 weeks	7	2	9	10	8	9	6

Q4 2007/08	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP
Under 4 weeks	94	98	90	91	90	89	92
Over 4 weeks	6	2	10	9	10	11	8

Chart 20.



Future reports will look at the number of absence episodes and average duration.

6. Staff Supplements

6.1 Directly Employed Medical Locums

This section details Locums paid via NHS Lothian payroll, it does not include expenditure on Locums employed via external agencies.

In the Q1-Q4 2007/08 period NHS Lothian has spent c£4.5m on directly employed medical locum staff, 77% of which is on Consultant level staff.

The following tables and charts illustrate the expenditure on directly employed locum medical staff for Q1-Q4 2007/08.

Table 24: Directly Employed Locum Expenditure by Month April – March 2008

Grade	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
Clinical Assistant	404	404	404	404	-	404	404	404	404	404	404	404	4,446
Clinical Fellow	4,087	-	-	-	-	-	259	1,074	-	5,045	-	-	10,465
Consultant	233,453	244,418	273,288	215,384	270,613	265,984	296,060	340,072	354,075	332,939	308,877	307,234	3,442,396
Dental Practitioners	410	410	418	434	418	418	418	181	-	-	-	-	3,105
Medical Officer	38,535	30,949	26,373	21,788	45,666	50,359	44,314	45,330	35,216	54,749	46,310	28,548	468,137
SPR	49,061	32,609	22,182	21,497	2,725	-	-	1,372	3,097	6,145	6,577	5,677	150,943
SHO	9,187	8,900	5,750	6,055	6,108	21,657	875	-	6,141	1,832	1,275	2,263	70,044
Staff Grade	21,969	34,813	21,126	33,965	29,430	28,069	29,212	32,954	29,463	20,764	26,343	17,685	325,794
Total	357,106	352,502	349,541	299,527	354,960	366,891	371,542	421,388	428,398	421,878	389,785	361,812	4,475,331

Table 25: Breakdown of Locum Medical Staff Expenditure by Division/CHPs

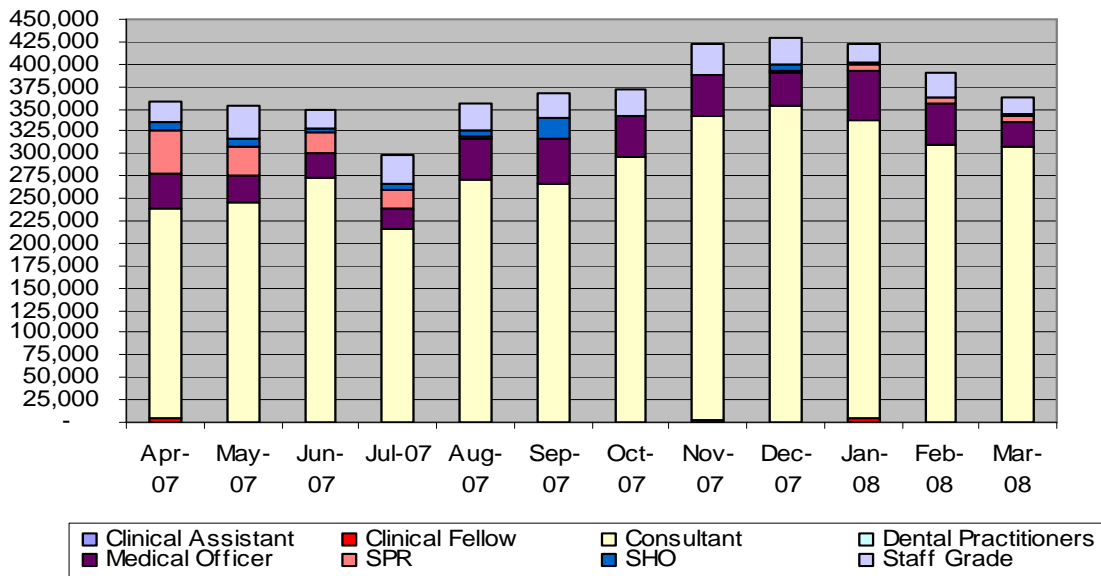
Grade	East							Grand Total
	Acute	Corporate & Facilities	Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	
Clinical Assistant	-	-	-	-	-	-	4,446	4,446
Clinical Fellow	10,465	-	-	-	-	-	-	10,465
Consultant	3,016,409	120,350	48,385	11,566	66,207	85,271	94,208	3,442,396
Dental Practitioners	311	-	-	-	-	-	2,794	3,105
Medical Officer	441,966	21,268	-	-	-	-	4,903	468,137
SPR	150,943	-	-	-	-	-	-	150,943
SHO	70,044	-	-	-	-	-	-	70,044
Staff Grade	282,125	-	-	-	-	-	43,670	325,794
Total	3,972,263	141,618	48,385	11,566	66,207	85,271	150,021	4,475,331

Table 26: Directly Employed Locum Usage Month April 2007 to March 2008

Grade	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total YTD Average
Clinical Assistant	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Clinical Fellow	-	-	-	-	-	-	-	0.05	-	-	-	-	0.00
Consultant	27.22	28.29	28.97	25.15	32.13	30.89	34.86	37.59	38.80	38.60	34.39	33.68	32.55
Dental Practitioners	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.02	0.20	-	-	-	0.07
Medical Officer	6.02	6.01	6.01	3.70	7.50	9.89	6.29	6.58	4.86	8.31	6.37	3.76	6.27
SPR	6.00	4.75	3.75	3.36	-	-	-	-	-	1.00	1.00	2.00	1.82
SHO	1.40	1.19	1.00	1.56	1.27	2.10	-	-	1.00	0.25	-	-	0.81
Staff Grade	4.84	6.50	6.00	6.76	5.20	6.40	7.82	6.77	6.14	4.69	5.51	3.82	5.87
Total	45.66	46.92	45.91	40.71	46.28	49.46	49.14	51.10	51.09	52.94	47.35	43.35	47.49

Chart 21.

**Directly Employed Locum Medical Staff expenditure (£)
by month**



The following charts provide a comparison of utilisation and expenditure from April 2004 to March 2008.

Chart 22

NHS Lothian Locum Usage (wte) 4 year trend

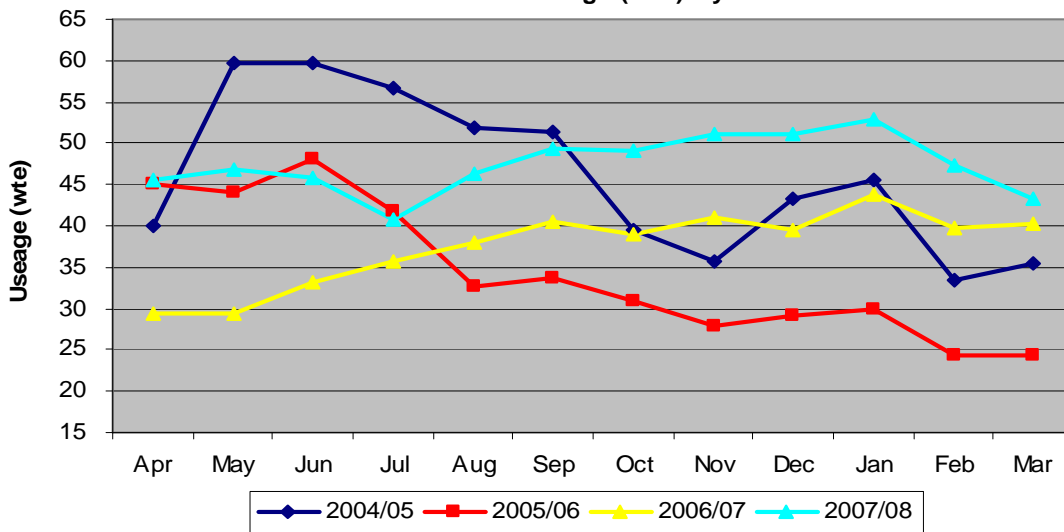
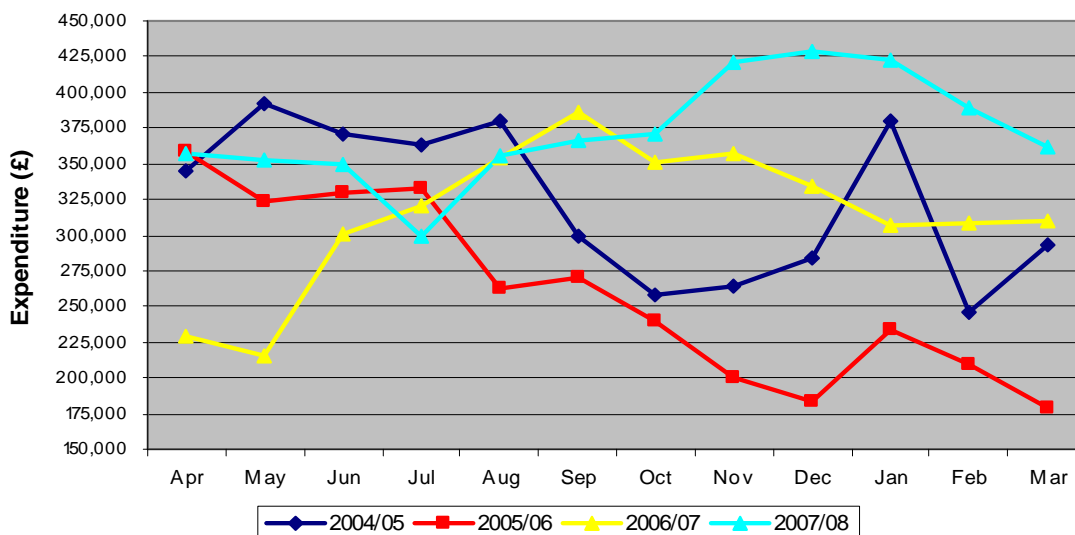


Chart 23

NHS Lothian Locum Expenditure 4 year trend



Please note that both expenditure and utilisation have increased during the Q1-Q4 period when compared to the same period in 2006/07 showing an increase of c£702k (19%) and 10.06 wte (27%). A breakdown can be found in Tables 26 and 27.

Q4 2007/08 utilisation when compared with Q3 2007/08 shows a decrease of on average 9.18 wte (18.2%) in Locum usage, with costs decreasing by c£47.8k (3.9%). This increase is partially due to the additional use of Consultants and a reduction of Medical Officers.

Comparing this year to last year average usage is up 27%, with expenditure on locums is up 19% during this period.

Below are two tables comparing wte and expenditure by grade. The comparison shown in table 26 looks at Q1-Q4 2006/07 and Q1- Q4 2007/08 and the comparison shown in table 27 gives details comparing Q3 2007/08 and Q4 2007/08.

Table 27: Comparing Expenditure and wte for Q1-Q4 2006/07 and Q1-Q4 2007/08 for Locum Staff

Grade	£ Q1-Q4 2006/07	£ Q1-Q4 2007/08	£ Difference	£ % of difference	wte Q1-Q4 2006/07	wte Q1-Q4 2007/08	wte Difference	wte % of difference
Clinical Assistant	4,042	4,446	404	10%	0.08	0.09	0.02	20%
Clinical Fellow	-	10,465	10,465	-	-	0.004	0.00	0%
Consultant	2,609,439	3,442,396	832,958	32%	23.54	32.55	9.01	38%
Dental Practitioners	-	3,105	3,105	-	-	0.07	0.07	0%
Medical Officer	385,086	468,137	83,051	22%	5.61	6.27	0.66	12%
SPR	441,623	150,943	-290,680	-66%	3.74	1.82	-1.92	-51%
SHO	151,788	70,044	-81,744	-54%	1.34	0.81	-0.52	-39%
Staff Grade	181,476	325,794	144,319	80%	3.14	5.87	2.74	87%
Total	3,773,454	4,475,331	701,877	19%	37.44	47.49	10.06	27%

Table 28: Comparing Expenditure and wte for Q3 2007/08 and Q4 2007/08 for Locum Staff

Grade	£ Q3 2007/08	£ Q4 2007/08	£ Difference	£ % of difference	wte Q3 2007/08	wte Q4 2007/08	wte Difference	wte % of difference
Clinical Assistant	1,213	1,213	-	0%	0.09	0.09	-0.00	0.0%
Clinical Fellow	1,333	5,045	3,713	279%	0.02	-	-0.02	0.0%
Consultant	990,207	949,049	-41,158	-4.16%	37.08	24.02	-13.06	-35.2%
Dental Practitioners	599	-	-599	-100.00%	0.10	-	-0.10	-100.0%
Medical Officer	124,861	129,607	4,746	3.80%	5.91	7.24	1.33	22.4%
SPR	4,469	18,399	13,930	311.70%	-	4.20	4.20	0.0%
SHO	7,017	5,370	-1,646	-23.46%	0.33	1.50	1.17	350.0%
Staff Grade	91,630	64,792	-26,838	-29.29%	6.91	4.22	-2.69	-39.0%
Total	1,221,328	1,173,475	-47,852	-3.9%	50.44	41.27	-9.18	-18.2%

Table 29: Detailing Length of Service for Locums as March 2008

Locum Grade	0-3 months	4-6 months	7-9 months	10-12 months	1-2 years	2+ years	Grand Total
Locum Ass Clinical Director	-	-	-	-	-	0.09	0.09
Locum Consultant	9.64	4.00	9.75	3.07	4.30	2.92	33.68
Locum House Office	-	-	-	-	-	-	-
Locum Medical Officer	-	0.14	0.97	-	0.36	2.30	3.76
Locum Specialist Registrars	-	1.00	-	-	-	1.00	2.00
Locum Staff Doctors	0.00	1.00	1.50	1.00	0.32	-	3.82
Grand Total	9.64	6.14	12.22	4.07	4.98	6.31	43.35

The table has been included to ascertain length of service of locum medical staff and has been taken from the March 2008 pay roll file and date of grade.

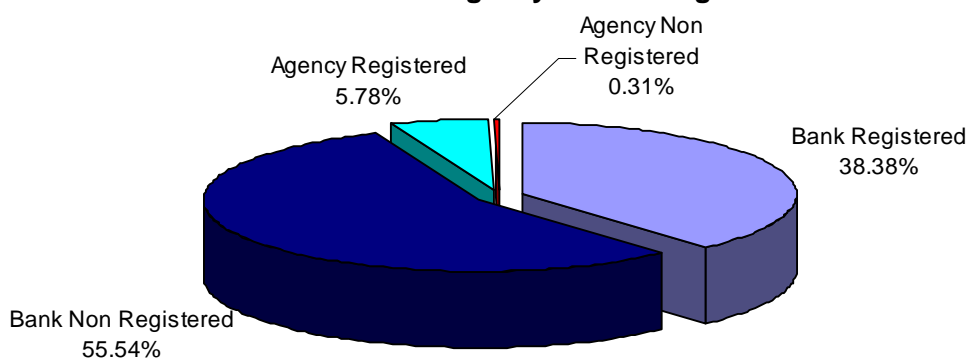
6.2 Nurse Bank and Agency Utilisation

The total bank and agency expenditure for Q1- Q4 2007/08 period is unavailable at this time due to concerns of the accuracy of the data received. Workforce planning will continue to provide this information on Nurse Bank/Agency when more accurate data is available.

The following chart details the distribution of bank and agency utilisation.

Chart 24

Distribution of Nurse Bank/Agency Staff during Q4 2007/08 wte



Source – NHS Lothian Nurse Bank system

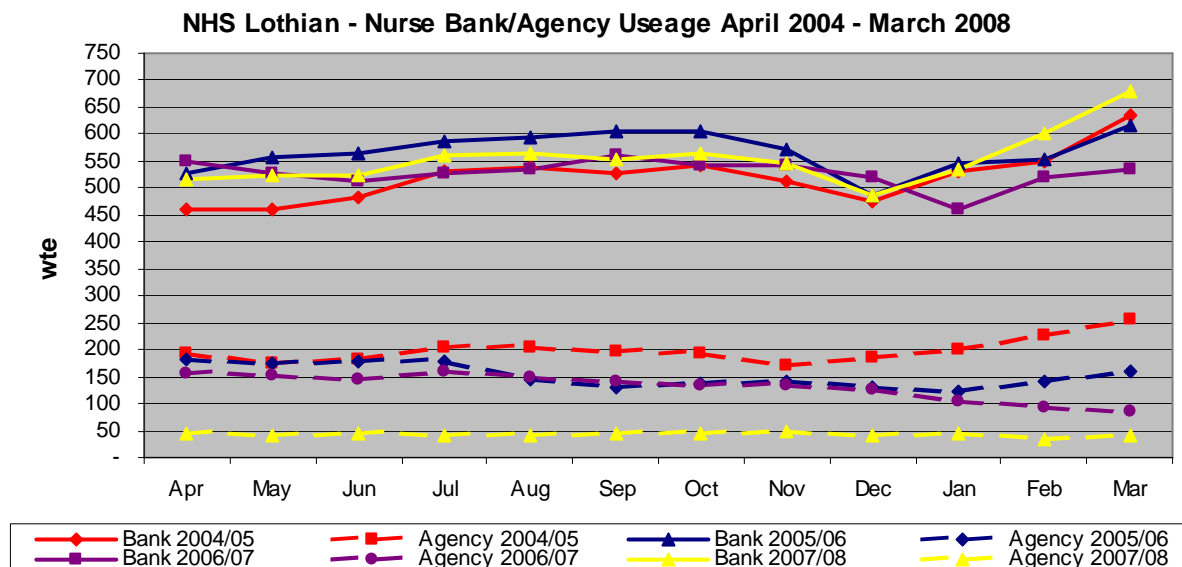
The ratio of bank to agency is 93%:7% for the financial year to date this contrasts with 80%:20% for the same period in the last financial year showing a slight change in last quarters comparison figures. The reduction in agency staffing has continued to be the main focus for action within Divisions. Overall during Q1/Q4 2007/08 period there as been a reduction of 62.60 wte when compared with Q1/Q4 2006/07 figures. A comparison between the Q1/Q4 2006/07 and Q1/Q4 2007/08 can be found in the table below:

Table 30: Comparison of Nurse Bank/Agency usage Q1/Q4 2006/07 and Q1/Q4 2007/08

Staff Category	Q1-Q4 2006/07	Q1-Q4 2007/08	Difference +/-	% of difference
Bank Registered	209.60	220.16	10.56	5%
Bank Non Registered	318.12	334.13	16.00	5%
Agency Registered	80.57	40.74	-39.83	-49%
Agency Non Registered	51.10	1.77	-49.32	-97%
Total	659.39	596.80	-62.60	-9%

Combined bank and agency utilisation has decreased by an average of 62.6 wte in Q1-Q4 2007/08, reflecting the 89 wte reduction in Agency utilisation. The following chart and table provide a comparison of the utilisation between April 2004 and March 2008.

Chart 25



The expenditure comparison is shown in the table below

Table 31: Comparison of Agency/Bank Expenditure

	Division Category	ytd 2006/07	ytd 2007/08	Difference	% of Difference
Agency	Acute	4,879,000	1,811,000	-3,068,000	-62.88%
	CHP, REAS, PCO	681,000	11,000	-670,000	-98.38%
	Total	5,560,000	1,822,000	-3,738,000	-67.23%
Bank	Acute	8,771,000	10,947,000	2,176,000	24.81%
	CHP, REAS, PCO	7,459,000	7,968,000	509,000	6.82%
	Total	16,230,000	18,915,000	2,685,000	16.54%

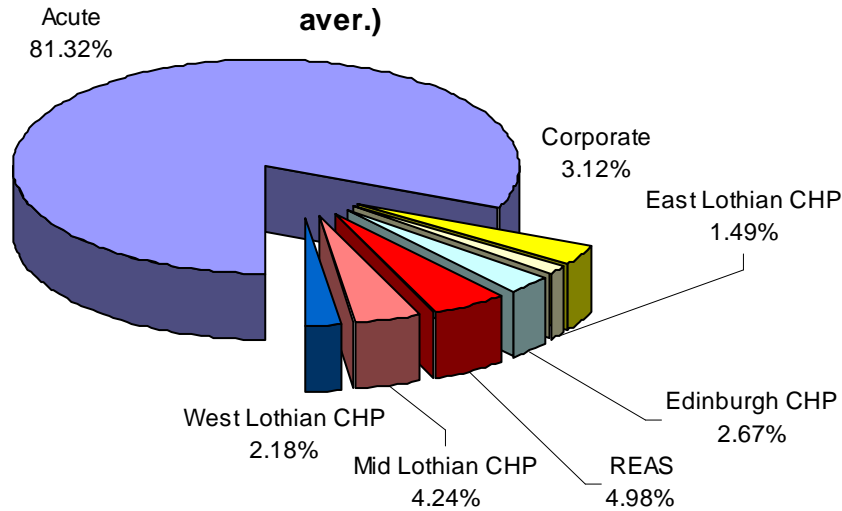
The above table shows that despite an increase in the usage and expenditure of Bank Nursing Staff the substantial savings made on Agency Nursing Staff means a reduction of c£1m (4.83%) on last years overall figures.

7. Consultant Medical Staffing

The following chart illustrates the distribution of the 654 wte consultant medical workforce; this does not include University employed honorary staff.

Chart 26

Distribution of Consultants from April 2007 to March 2008 (wte aver.)



The following tables detail Consultant workforce and costs by month.

Table 32: NHS Lothian Consultant wte Q1- 4 2007/08

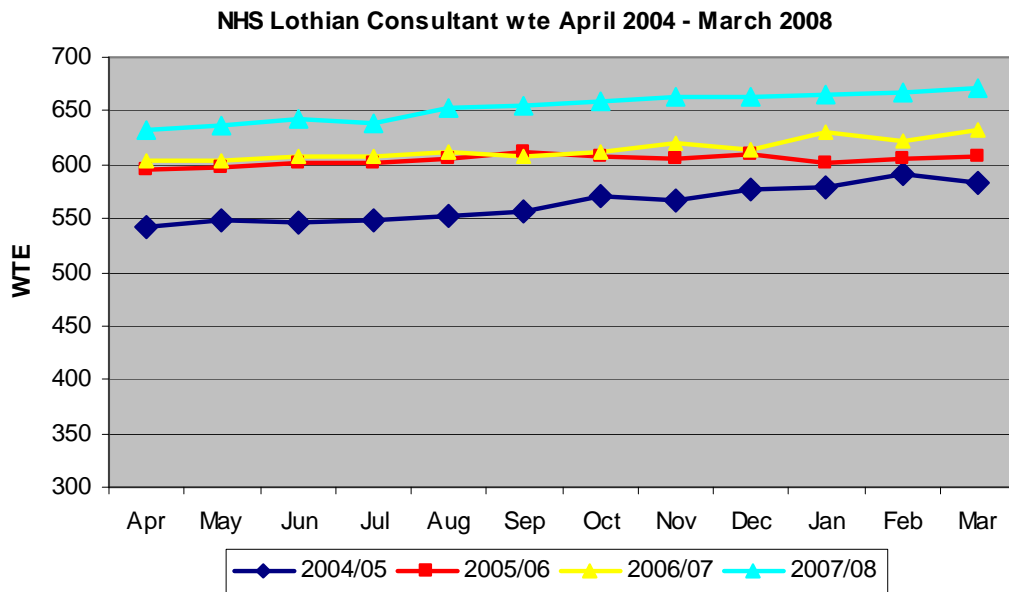
Division/Service	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	YTD Average
Acute	499	511	518	519	532	534	535	543	544	546	549	552	532
Corporate	20	23	21	19	20	21	21	19	20	20	20	20	20
East Lothian CHP	9	9	10	10	11	12	10	10	9	9	9	9	10
Edinburgh CHP	19	18	18	20	18	16	17	17	16	16	17	17	17
REAS	35	34	34	33	32	31	33	32	33	31	32	33	33
Mid Lothian CHP	28	29	28	26	28	28	29	28	28	27	27	27	28
West Lothian CHP	24	13	13	13	13	12	14	14	14	14	14	14	14
Total	633	637	642	639	652	655	659	664	664	664	667	672	654

Table 33: NHS Lothian Consultant Costs Q1- 4 2007/08

Division/CHP	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
Acute	5,670,971	5,705,769	5,840,373	5,893,443	5,916,977	5,891,786	6,020,292	6,076,089	6,051,058	6,061,916	6,081,711	6,112,950	71,323,334
Corporate	222,372	359,599	227,656	213,640	215,349	223,953	291,778	219,069	216,668	212,944	209,544	212,003	2,824,574
East	87,661	93,372	95,599	103,969	103,416	97,779	101,541	101,539	94,377	93,720	88,136	87,995	1,149,102
Edinburgh	188,281	188,332	186,446	209,452	183,653	170,191	180,283	271,352	173,412	170,913	175,371	191,440	2,289,127
Mental	373,175	360,500	368,960	364,482	348,860	341,370	352,045	346,196	350,595	344,115	348,808	384,927	4,284,033
Mid	253,753	257,315	262,337	238,734	241,064	252,171	258,024	246,024	243,714	238,489	245,883	246,520	2,984,026
West	228,186	131,793	132,375	135,903	129,496	126,333	138,060	140,912	141,755	147,030	146,682	158,806	1,757,330
Total	7,024,397	7,096,679	7,113,745	7,159,622	7,138,814	7,103,582	7,342,023	7,401,180	7,271,578	7,269,128	7,296,135	7,394,643	86,611,526

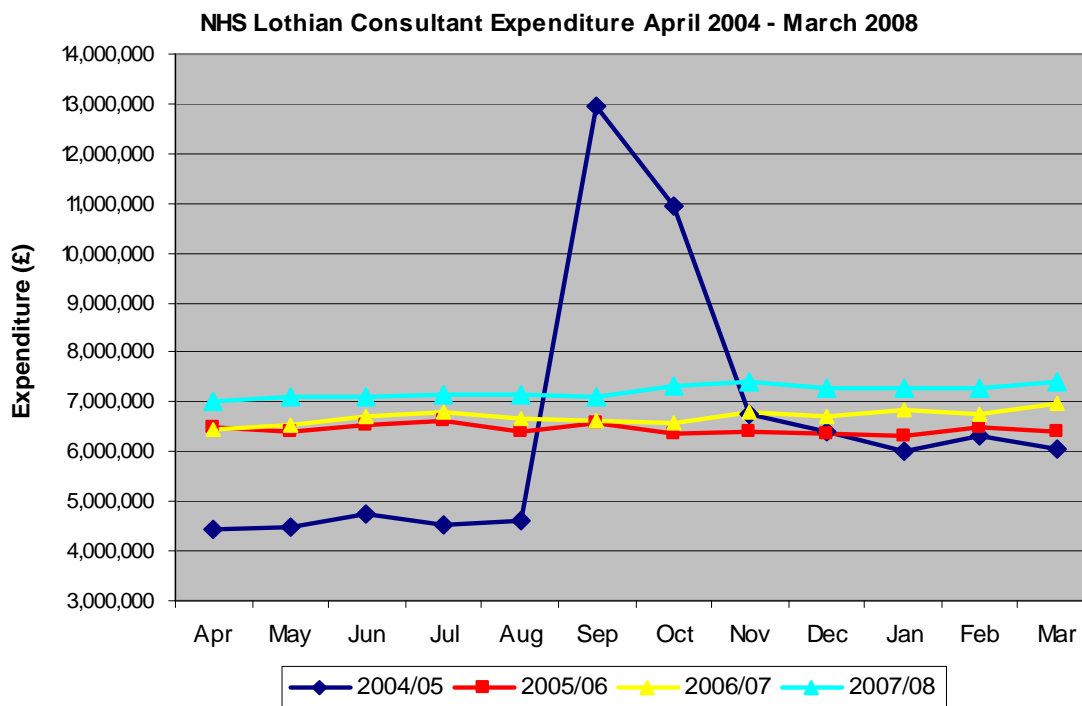
The following charts provide a comparison of utilisation and expenditure between April 2004 and March 2008.

Chart 27



The Consultant workforce has increased by 39.63wte (6.45%) when compared with Q1-Q4 2006/07.

Chart 28



In line with the increase in wte of 39.63 (6.45%), the expenditure shows an increase of 7.71% (c£6.9m). The total expenditure on consultants for this financial year to date is c£86.6m this compares with Q1-Q4 2006/07 expenditure of c£80.4m.

The above figures represent all consultant medical staff paid on both new and old consultant contracts. As at March 2008, 650 wte (96.76%) have been placed on the new contract, the

remaining few are located with throughout all divisions/CHP's, though less significant within the Acute division.

The table below shows a comparison between all consultants' wte and expenditure between Q1-4 2006/07 and Q1-4 2007/08.

Table 34: Comparing wte and Expenditure of Consultants by Division/CHP

Division/CHP	Q1-4 2006/07		Q1-4 2007/08		Q1-4 2006/07		Q1-4 2007/08	
	(£)	(£)	Difference	% of Difference	wte	wte	Difference	% of Difference
Acute	64,484,279	71,323,334	6,839,056	10.61	481.15	531.80	50.65	10.53
Corporate	2,427,157	2,824,574	397,417	16.37	18.86	20.33	1.48	7.83
East Lothian CHP	966,785	1,149,102	182,317	18.86	8.16	9.72	1.56	19.08
Edinburgh CHP	1,021,644	2,289,127	1,267,483	124.06	8.68	17.49	8.81	101.49
REAS	-	4,284,033	4,284,033	-	-	32.57	32.57	-
Mid Lothian CHP	635,070	2,984,026	2,348,956	369.87	5.93	27.75	21.82	368.10
PCO	9,718,717	-	-9,718,717	-	82.27	-	82.27	-
West Lothian CHP	1,158,396	1,757,330	598,934	51.70	9.24	14.25	5.02	54.31
Total	80,412,047	86,611,526	6,199,479	7.71	614.28	653.92	39.63	6.45

In addition to this information the Workforce Planning Team is now able to provide details of Programmed Activities (PA's) and Extra Programmed Activities (EPA's). In accordance with the consultants contract as at 1st April 2005, a consultant is now contracted to work 10 PA's during a week (a PA is made up of a 4 hour period). These PA's are split between:

Direct Clinical Care Duties include emergency duties, operating sessions, pre and post operative care, ward rounds, outpatient clinics, clinical diagnostic work, other patient treatment, public health duties, multi-disciplinary meeting about direct patient care, administration directly related to patient care, on-site medical cover and any other worked linked to the direct clinical care of NHS patients.

Supporting professional duties includes continuing professional development, teaching and training, management of doctors in training, audit, job planning, appraisal, revalidation, research, contribution to service management and planning and any other supporting professional activities.

Additional Responsibilities including Caldicott guardians, clinical audit leads, clinical governance leads, undergraduate and postgraduate deans, clinical tutors, regional education advisers, formal medical management responsibilities and other additional responsibilities agreed between a consultant and their employer which can not be completed in the supporting professional duties.

Other External Duties comprises work not directly for the NHS employer but relevant to and in the interests of the NHS for example:

- Trade Union and professional association duties
- Acting as an external member of an advisory appointments committee
- Undertaking assessments for NHS Education for Scotland, NHS Quality Improvement for Scotland or equivalent bodies
- Work for the Royal College
- Work for the GMC or other National Bodies concerned with professional regulation
- NHS disciplinary procedures
- NHS appeals procedures

Time for travelling in all these categories is also included.

Any hours over these 10 PA's (for a full time consultant) maybe worked as **Extra Programmed Activities** – these have to be agreed on and any EPA's that take the consultants working over 48 hours will have to sign a waiver opting out of the EWTD.

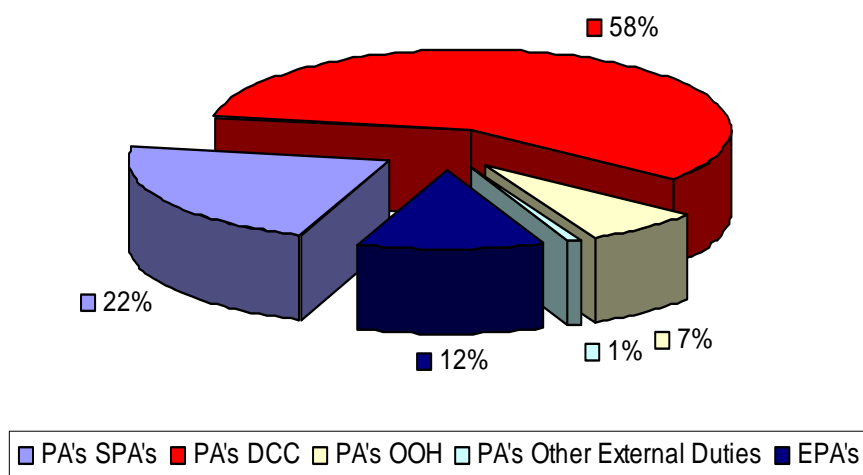
The following section details the number of PA's and EPA's utilised within each CMT/CHP in Lothian. The figures reflect the figures as at September 2007 and as such will be used as a baseline to monitor progress in the current job planning process. A comparison of the data will available as at September 2008.

Table 35: Detailing Programmed Activities and Extra Programmed Activities by CMT and CHP

Category	Total PA's	PA's				EPA's	EPA's as a Percentage of PA's
		SPA's	PA's DCC	PA's OOH	PA's Other External Duties		
Acute - Cancer	368.0	89.5	267.3	4.5	6.8	40.0	10.9
Acute - Clinical Services	888.0	213.5	667.5	-	7.0	113.0	12.7
Acute - Critical Care	60.0	15.0	39.0	6.0	-	6.0	10.0
Acute - General Medicine	751.0	190.0	474.5	85.5	1.0	104.0	13.8
Acute - General Surgery	570.0	135.5	331.5	103.0	-	110.0	19.3
Acute - Head & Neck	544.0	138.0	354.8	48.8	2.5	69.0	12.7
Acute - Musculoskeletal	289.0	74.5	204.5	10.0	-	29.5	10.2
Acute - Theatres and Anaesthetics	724.5	175.0	456.5	73.0	20.0	75.0	10.4
Acute - Women & Children	867.0	217.3	508.8	131.8	9.3	135.0	15.6
East Lothian CHP	66.0	16.5	48.5	1.0	-	8.0	12.1
Edinburgh CHP	97.0	23.0	73.3	0.8	-	9.0	9.3
Mid Lothian CHP	78.0	19.0	54.0	-	5.0	4.0	5.1
REAS	395.5	103.0	281.5	11.0	-	54.0	13.7
West Lothian CHP	174.5	44.0	117.0	11.5	2.0	12.0	6.9
Grand Total	5,872.5	1,453.8	3,878.5	486.8	53.5	768.5	13.1

Chart 29.

Distribution of PA's and EPAs - Overall



From the above chart it is possible to see that 58% of PA's usage relates to Direct Clinical Care – The distribution between the Divisions/CHP is detailed in the following charts.

Chart 30

Distribution of PA's and EPAs - Acute

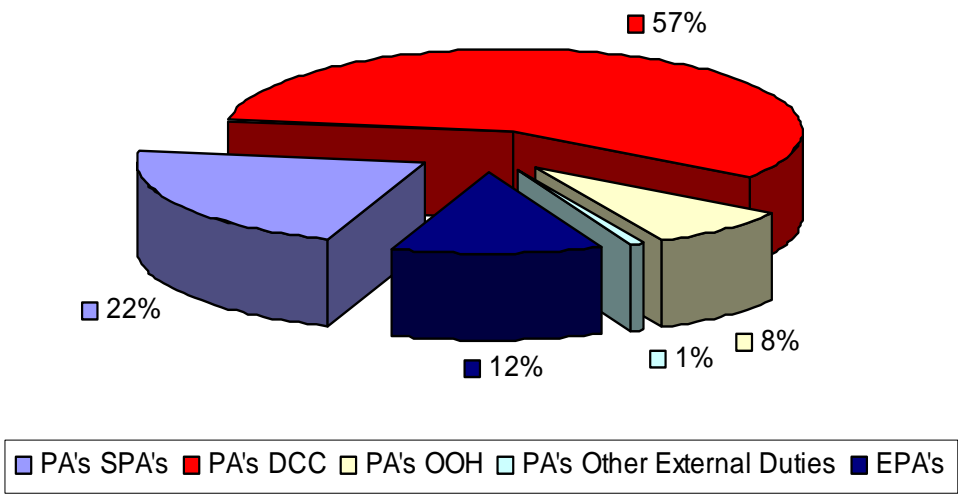


Chart 31

Distribution of PA's and EPAs - East Lothian CHP

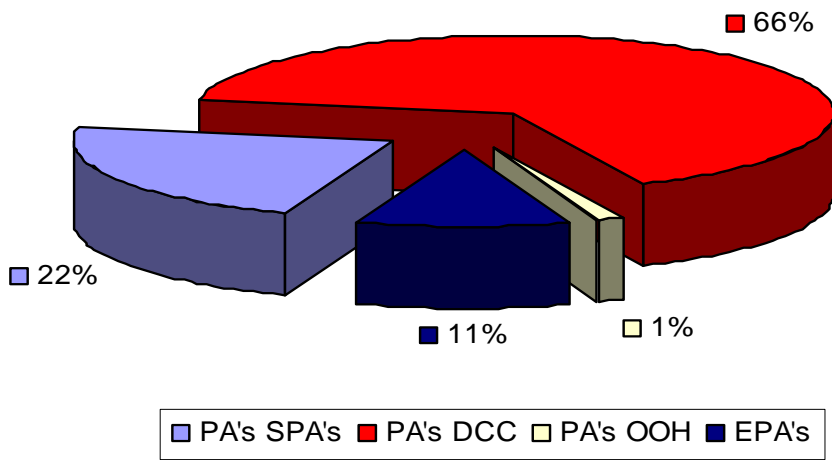


Chart 32:

Distribution of PA's and EPAs - Edinburgh CHP

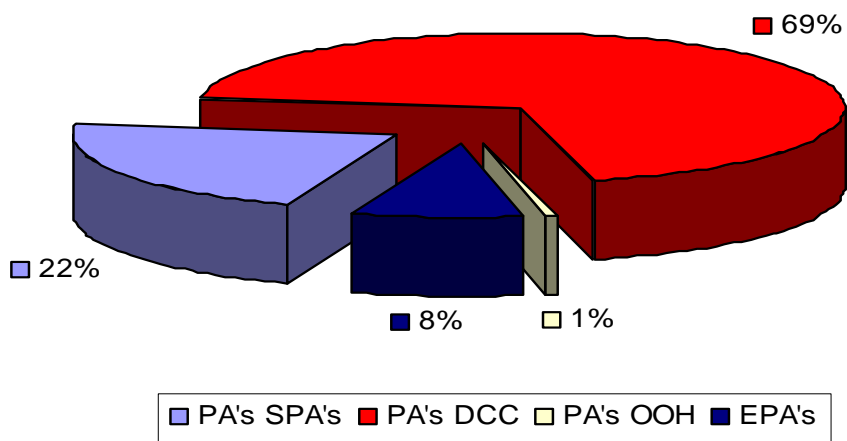


Chart 33

Distribution of PA's and EPAs - Mid Lothian CHP

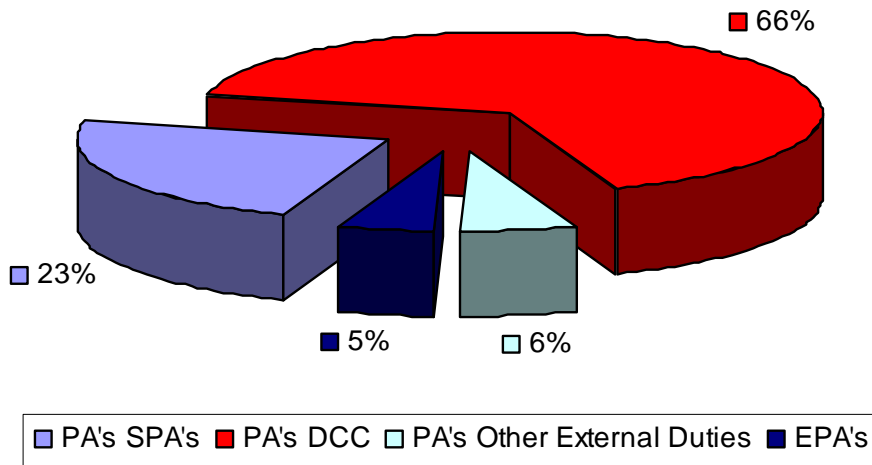


Chart 34:

Distribution of PA's and EPAs - REAS

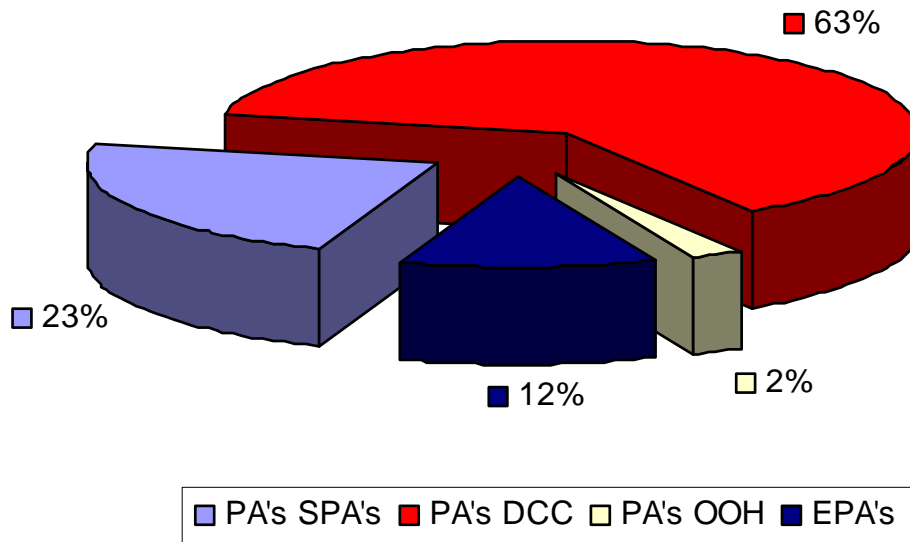
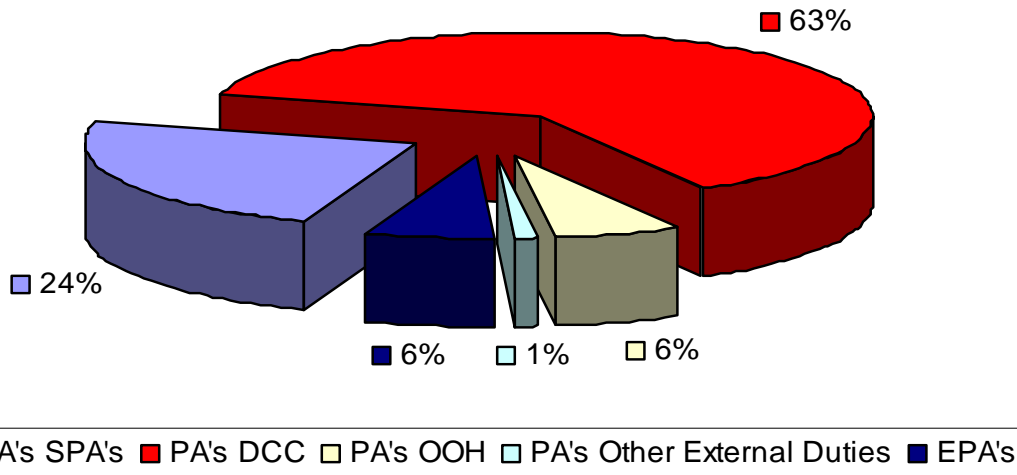


Chart 35:

Distribution of PA's and EPAs - West Lothian CHP



8 Temporary Staffing Measures

8.1 Temporary Contracts

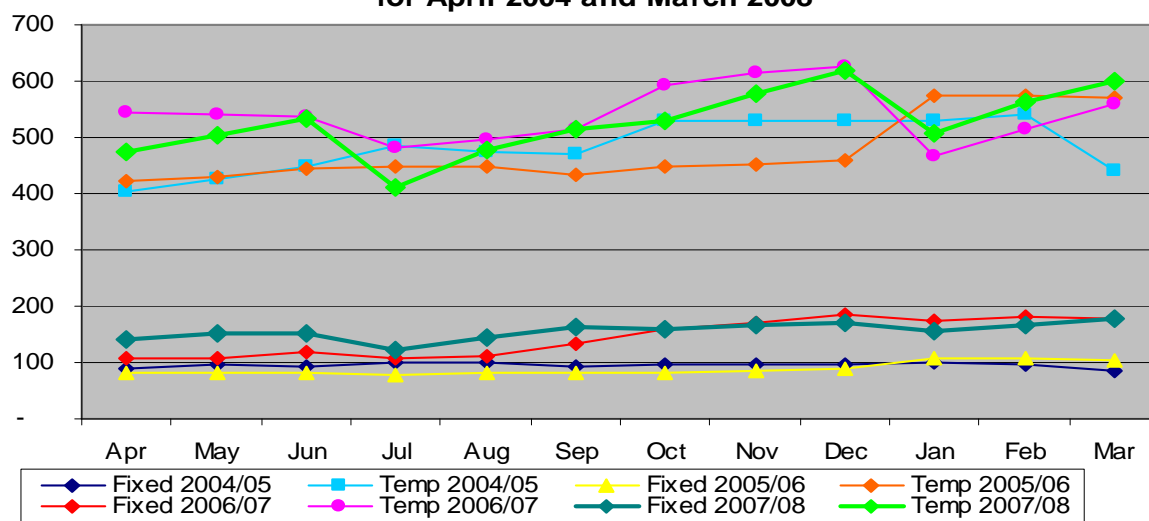
The following table and chart detail the usage of fixed term and temporary contracts.

Table 36: Fixed / Temporary Contracts April 2004 – March 2008

Contracts/Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Fixed 2004/05	90	97	91	100	100	92	98	98	98	99	98	84
Temp 2004/05	404	426	448	486	473	472	530	528	529	528	540	440
Fixed 2005/06	83	80	80	79	81	81	83	84	88	108	108	105
Temp 2005/06	422	430	446	448	447	434	449	450	458	575	573	571
Fixed 2006/07	106	109	117	108	112	133	158	171	184	174	182	177
Temp 2006/07	543	540	538	482	495	516	592	614	627	465	515	559
Fixed 2007/08	142	150	150	124	143	161	159	165	172	157	166	179
Temp 2007/08	474	505	533	412	477	513	530	579	620	507	564	600

Chart 36.

Comparison between permanent and short/temporary contracts for April 2004 and March 2008



The utilisation of temporary contracts has reduced by 3% and fixed term contracts have increased by 8% in Q1-Q4 2007/08 when compared with the same period in the previous year. The table below details this information broken down by staff group.

Table 37: Breakdown Fixed and Temporary Contracts for April 2007 to March 2008 by Staff Group

Staff Group	Contracts	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD Average
Medical	Fixed	1	1	1	1	2	2	1	1	1	1	2	2	1
	Temp	3	3	3	3	12	15	12	12	8	7	7	7	8
Nursing Reg	Fixed	58	56	58	47	56	58	60	63	65	59	66	71	60
	Temp	180	186	200	150	182	206	224	253	265	202	241	272	213
Nursing Non Reg	Fixed	8	8	8	7	11	11	13	12	11	12	11	11	10
	Temp	20	23	25	15	17	18	18	20	20	26	30	30	22
P&T A	Fixed	18	22	21	17	21	24	20	23	24	21	21	26	21
	Temp	75	82	84	64	70	78	78	86	107	86	93	95	83
P&T B	Fixed	10	10	10	5	4	6	7	8	9	11	11	13	9
	Temp	70	76	74	63	67	64	64	66	67	53	54	52	64
A&C/SM	Fixed	44	50	49	42	46	57	57	57	61	51	53	55	52
	Temp	110	116	129	105	116	118	118	124	136	119	125	130	120
Ancillary	Fixed	3	4	4	4	3	3	1	1	1	2	2	2	3
	Temp	17	20	20	13	14	14	15	17	17	15	15	13	16
Maintenance	Fixed	-	-	-	-	-	-	-	-	-	-	-	-	-
	Temp	-	-	-	-	-	-	1	1	1	-	-	-	0.25
Total Fixed		142	150	150	124	143	161	159	165	172	157	166	179	156
Total Temp		474	505	533	412	477	513	530	579	620	507	564	600	526

8.2 Secondments

The table below gives details of staff on secondment within NHS Lothian as at March 2008.

Table 38: Staff on Secondment by Category

Quarter	Area Seconded To	Secondment Type	Active		Completed		Total	
			Heads	wte	Heads	wte	Heads	wte
Pre 2007/08			96	84.27	142	122.91	238	207.18
Q1	NHS Lothian	higher grade	9	8.60	3	3.00	12	11.60
		same grade	7	7.00	5	4.03	12	11.03
	Outwith NHS Lothian	higher grade	4	3.40	-	-	4	3.40
		same grade	2	0.80	-	-	2	0.80
Q1 Total			22	19.80	8	7.03	30	26.83
Q2	NHS Lothian	higher grade	6	6.00	1	1.00	7	7.00
		same grade	13	11.82	4	3.48	17	15.30
	Outwith NHS Lothian	lower grade	1	1.00	-	-	1	1.00
		higher grade	2	2.00	-	-	2	2.00
Q2 Total			30	27.52	6	4.88	36	32.40
Q3	NHS Lothian	higher grade	7	7.00	-	-	7	7.00
		same grade	11	10.80	1	1.00	12	11.80
	Outwith NHS Lothian	lower grade	1	1.00	-	-	1	1.00
		higher grade	4	3.41	-	-	4	3.41
Q3 Total			26	25.21	2	1.18	28	26.39
Q4	NHS Lothian	higher grade	4	4.00	-	-	4	4.00
		same grade	13	12.40	-	-	13	12.40
	Outwith NHS Lothian	lower grade	1	1.00	-	-	1	1.00
		higher grade	1	1.00	-	-	1	1.00
Q4 Total			25	23.46	-	-	25	23.46
2007/08 Total			199	180.26	158	136.00	357	316.26

Source Recruitment, NHS Lothian

The seconded staff under the “Active” heading are those who are currently in seconded post and those staff under the “Completed” heading – completed their seconded period – during the year to date.

There are occasions where staff are still on the NHS Lothian payroll but are recharged to other divisions/organisations and therefore may not be included in the figures above. Since the introduction of the NHS Lothian Secondment Policy, a single process and template contract has ensured a common approach to the management of secondments.

9. Staff Turnover

9.1 Leavers by Staff Group

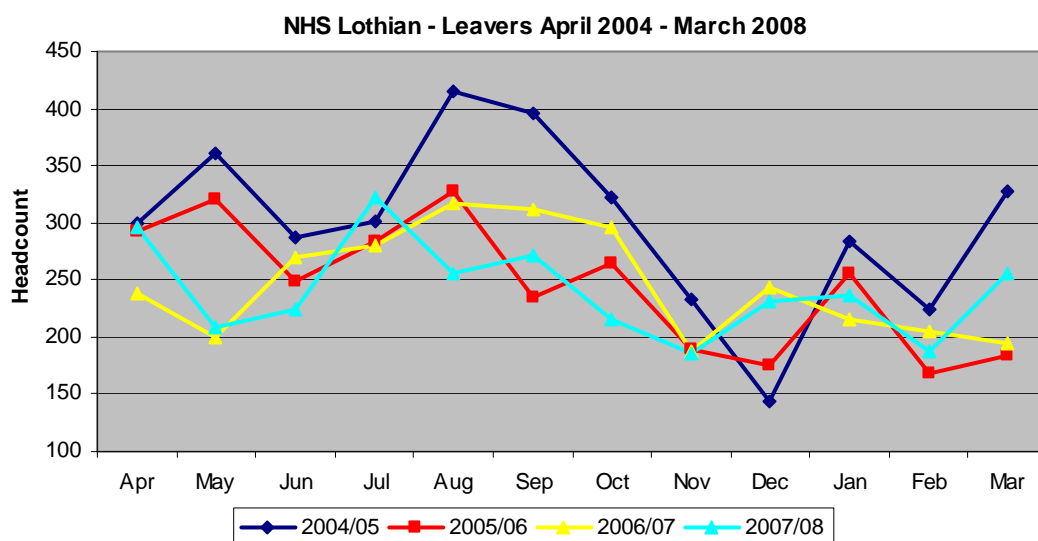
The following table and chart detail the number of staff who terminated their employment with their employing Division by staff group. Note from October 2004 onwards changes between Divisions are no longer dealt with as leavers.

Table 39: Leavers by Staff Group 2004/05 – 2007/08 comparison

Staff Group	Q1-Q4 2004/05	Q1-Q4 2005/06	Q1-Q4 2006/07	Q1-Q4 2007/08
Medical	480	230	350	333
Nursing - Reg	889	718	678	779
Nursing - Non Reg	436	591	397	423
P&T A	348	293	321	315
P&T B	146	117	120	120
A&C/SM	619	461	486	467
Ancillary	657	517	468	466
Maintenance	17	17	16	21
Total	3,592	2,944	2,836	2,924

Note – excludes FY1, FY2, , SHOs, HOs and Nurse Bank staff

Chart 37.



Within the Q1-Q4 2007/08 period staff turnover in NHS Lothian has increased by a headcount of 88 compared to the Q1- Q4 2006/07. When comparing the Q3 2007//08 and Q4 2007/08 period it is possible to identify an increase of 79 heads following the trend seen in the chart above. The comparison table below shows, which staff groups, have been affected.

Table 40: Detailing Leavers by Staff Group and Period

Staff Group			Difference between Q3 and Q4		Q1-Q4 2006/07	Q1-Q4 2007/08	Difference between 2006/07 and 2007/08	
	Q3 2007/08	Q4 2007/08		% of difference				% of difference
Medical	71	57	-14	-19.7%	350	333	-17	-4.9%
Nursing - Registered	165	204	39	23.6%	678	779	101	14.9%
Nursing - Unregistered	78	130	52	66.7%	397	423	26	6.5%
P&T A	65	76	11	16.9%	321	315	-6	-1.9%
P&T B	38	29	-9	-23.7%	120	120	0	0.0%
A&C/SM	97	104	7	7.2%	486	467	-19	-3.9%
Ancillary	116	108	-8	-6.9%	468	466	-2	-0.4%
Maintenance	3	4	1	33.3%	16	21	5	31.3%
Grand Total	633	712	79	12.5%	2,836	2,924	88	3.1%

9.2 Leavers by Division

The following table details the number by staff group for both acute and primary care services of leavers for the Q4 2007/08. Note bank staff and Junior Doctors are excluded.

Table 41: NHS Lothian Leavers by Division/CHP and staff group Q4 2007/08 breakdown

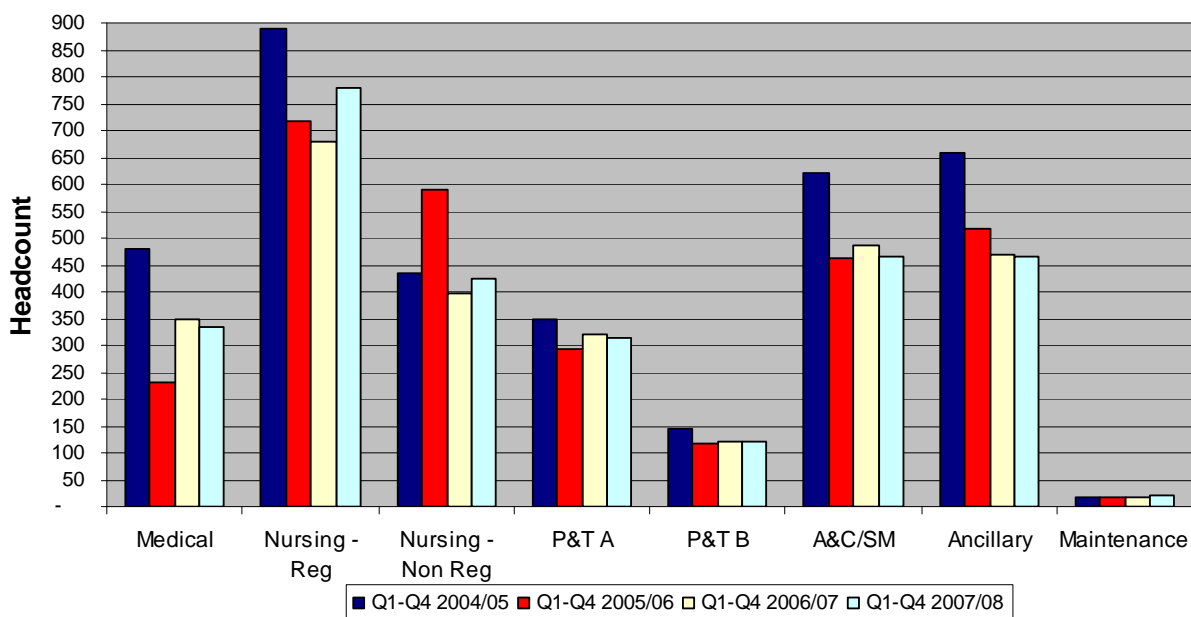
Staff Group			East Lothian			West Lothian		Grand Total
	Acute	Corporate & Facilities	Lothian CHP	Edinburgh CHP	REAS	Midlothian Chp	Lothian CHP	
Medical	46	-	1	7	-	-	3	57
Nursing - Reg	86	55	7	26	13	10	7	204
Nursing - Non Reg	40	48	6	17	11	6	2	130
P&T A	45	1	3	10	8	2	7	76
P&T B	20	3	-	-	-	-	6	29
A&C/SM	37	36	7	13	2	3	6	104
Ancillary	2	105	-	-	-	1	-	108
Maintenance	-	4	-	-	-	-	-	4
Grand Total	276	252	24	73	34	22	31	712

Table 42: Detailing turnover by Staff Group and Division/CHP (leavers against staff in post.) in percentages – Year to date

Staff Group			East Lothian			West Lothian		Grand Total
	Acute	Corporate & Facilities	Lothian CHP	Edinburgh CHP	REAS	Midlothian Chp	Lothian CHP	
Medical	28.78	13.16	9.21	16.15	31.15	2.67	6.01	22.12
Nursing - Reg	9.02	39.41	7.01	8.96	5.54	7.14	6.31	9.85
Nursing - Non Reg	13.08	79.71	7.43	14.29	13.95	14.74	8.80	14.22
P&T A	11.00	8.70	18.18	11.21	17.19	10.22	12.35	11.86
P&T B	10.71	12.24	50.00	2.56	-	20.00	5.72	9.42
A&C/SM	11.97	11.68	17.86	12.72	7.07	13.24	14.05	12.18
Ancillary	8.16	19.92	3.70	7.41	-	10.00	16.67	18.73
Maintenance	-	9.86	-	-	-	-	-	9.81
Total	12.04	18.82	9.96	11.15	11.59	9.36	8.31	12.81

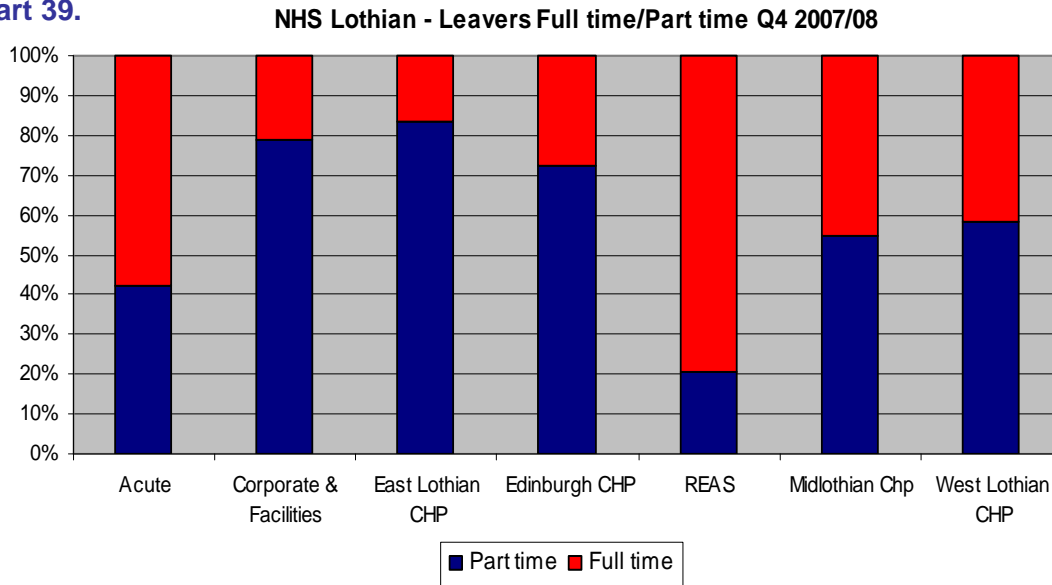
Chart 38.

Comparative Turnover Analysis by Staff Group



9.3 Divisional Leavers by Contract Type

Chart 39.



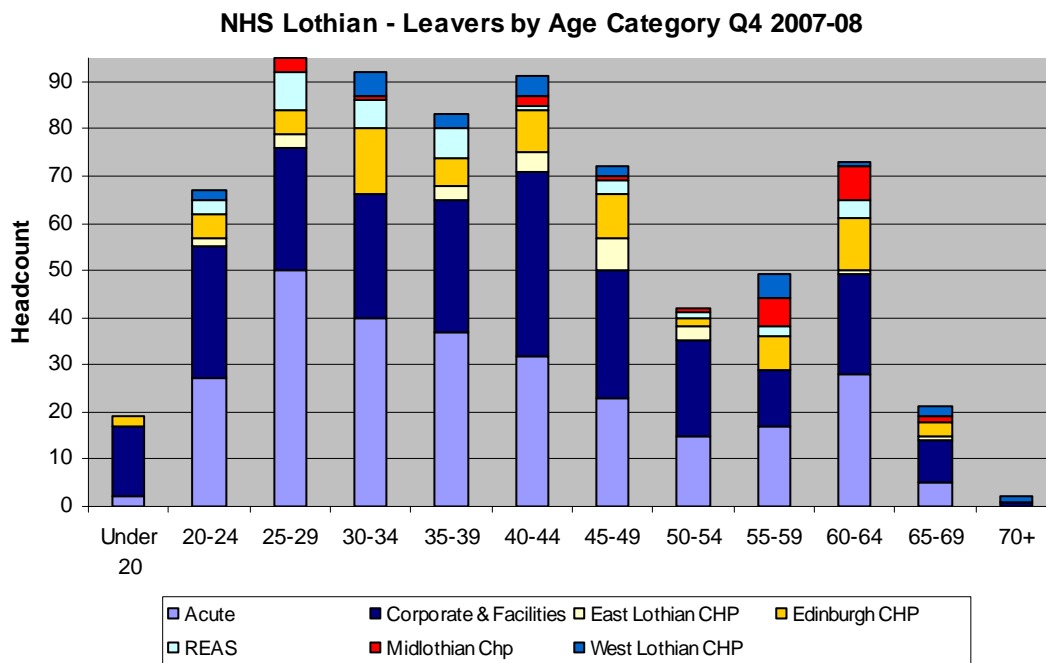
Within the Corporate and Facilities, East Lothian CHP, Edinburgh CHP and West Lothian CHP the majority of leavers are part time.

Within the Acute division 57.97% of leavers are full time.

Acute show the highest levels of leavers 38.76% - with Nursing staff amounting to 45.65% of leavers within the Acute services. Corporate and Facilities overall show the second highest at 35.39%.

9.4 Divisional leavers by Age Category

Chart 40.



9.5 Reasons for Leaving

It is difficult to determine specific reasons for leaving as in a third of cases the reason "Other" is given. In order to more accurately determine if there are specific reasons for leaving it will be necessary to undertake exit interviews for all leavers. At present exit interviews are conducted by line managers and are not consistent. However the reasons that are supplied are shown in the tables below

Table 43: Reason for leaving by Staff Group

Reason for leaving	Medical	Nursing		P&T A	P&T B	A&C	Ancillary	Maintenance	Grand Total
		Reg	Non						
Death in Service	-	1	-	2	-	1	-	-	4
Dismissal capability	-	-	3	-	-	-	-	-	3
Dismissal	-	2	3	1	1	3	8	-	18
End of fixed term contract	2	3	19	5	-	5	-	-	34
Ill health	-	3	3	2	-	3	9	1	21
New employment with NHS outwith Scotland	1	5	-	2	-	-	1	-	9
New employment with NHS within Scotland	12	30	7	13	8	8	2	-	80
Other	37	109	71	41	12	50	51	-	371
Pregnancy	-	-	-	1	-	-	-	-	1
Redundancy voluntary	-	1	-	-	-	1	-	-	2
Retirement - age	1	6	3	2	3	13	3	1	32
Retirement other	-	-	1	-	-	3	1	-	5
Voluntary Early retirement - no actual reduction	-	2	-	-	-	-	-	-	2
Voluntary resignation - lack of opportunity	-	-	-	-	1	-	-	-	1
Voluntary resignation - lateral move	-	5	5	2	-	2	-	-	14
Voluntary resignation - other	3	36	15	3	4	14	32	2	109
Voluntary resignation - promotion	1	1	-	2	-	1	1	-	6
Grand Total	57	204	130	76	29	104	108	4	712

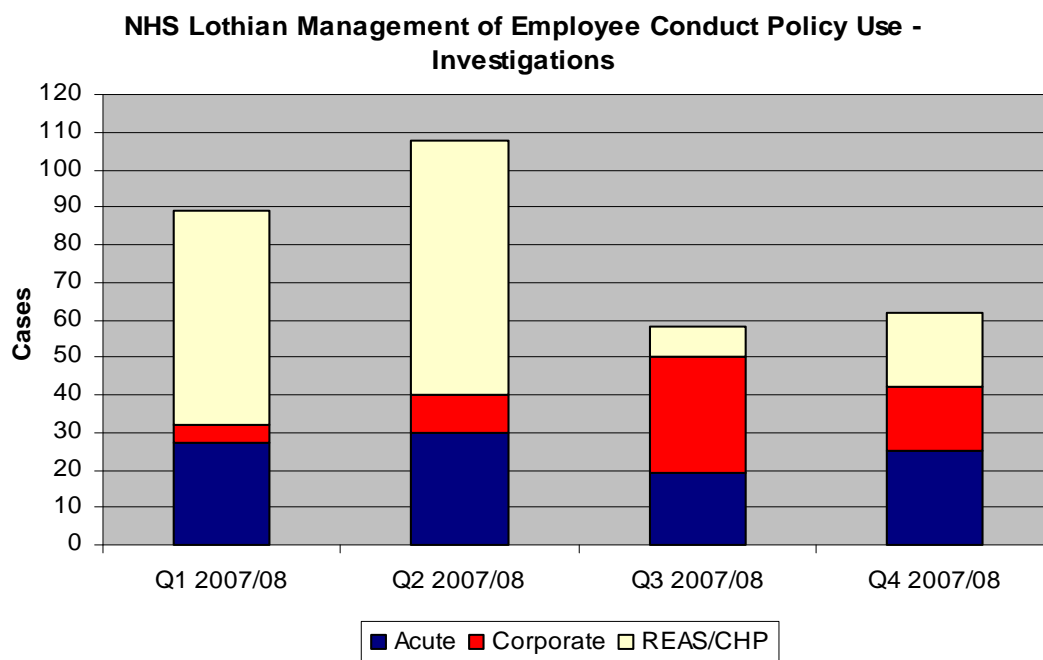
Table 44: Detailing the reason and Division/CHP split for the Q4 2007/08 period

Reason for leaving	East		Midlothian			West	Grand Total
	Acute	Corporate & Facilities	Lothian CHP	Edinburgh CHP	REAS	Lothian CHP	
Death in Service	2	1	-	1	-	-	4
Dismissal capability	1	-	1	-	1	-	3
Dismissal	6	11	-	-	-	1	18
End of fixed term contract	4	23	1	1	4	1	34
Ill health	3	11	2	2	1	1	21
New employment with NHS outwith Scotland	6	1	-	2	-	-	9
New employment with NHS within Scotland	45	9	2	8	6	8	80
Other	152	132	15	31	17	8	371
Pregnancy	-	-	-	-	-	1	1
Redundancy voluntary	1	-	-	1	-	-	2
Retirement - age	9	8	-	6	3	3	32
Retirement other	2	2	-	1	-	-	5
Voluntary Early retirement - no actual reduction	-	-	-	2	-	-	2
Voluntary resignation - lack of opportunity	1	-	-	-	-	-	1
Voluntary resignation - lateral move	10	1	-	2	-	-	14
Voluntary resignation - other	32	52	3	15	2	1	109
Voluntary resignation - promotion	2	1	-	1	-	2	6
Grand Total	276	252	24	73	34	22	712

10. Disciplinary & Grievance

Information on policy monitoring and compliance is now being collated across NHS Lothian's former divisions. During the Quarter HR has developed a plan and timescale for recording and reporting the discipline and grievance information within the Empower HR System. This will improve the quality and accuracy of the data collected. In the meantime Workforce Planning are collating information received from HR Departments throughout NHS Lothian.

Chart 41



The information above reflects both ongoing investigations during the current year. Almost all investigatory hearings in Lothian have been conducted in compliance with the policy timescales. Continuing to expand policy awareness sessions will address areas where a lack of understanding exists.

Using the information provided by the HR Department, Workforce Planning are able to determine which of these cases fall into the categories as detailed in the table below according to the outcome.

Table 45: Detailing Disciplinary Outcomes

Outcome Category	Q1	Q2	Q3	Q4	Grand Total
Summary Dismissal	-	1	1	-	2
Dismissal	-	2	2	1	5
Final Warning	-	3	4	7	14
Written Warning	-	3	1	2	6
Verbal Warning	-	1	2	4	7
Formal Counselling	1	4	10	12	27
Alternatives	-	1	4	1	6
No Further Action	2	8	13	7	30
Resignation	-	2	1	-	3
Grand Total	3	25	38	34	100

*Final Warning also includes First and Final Warning

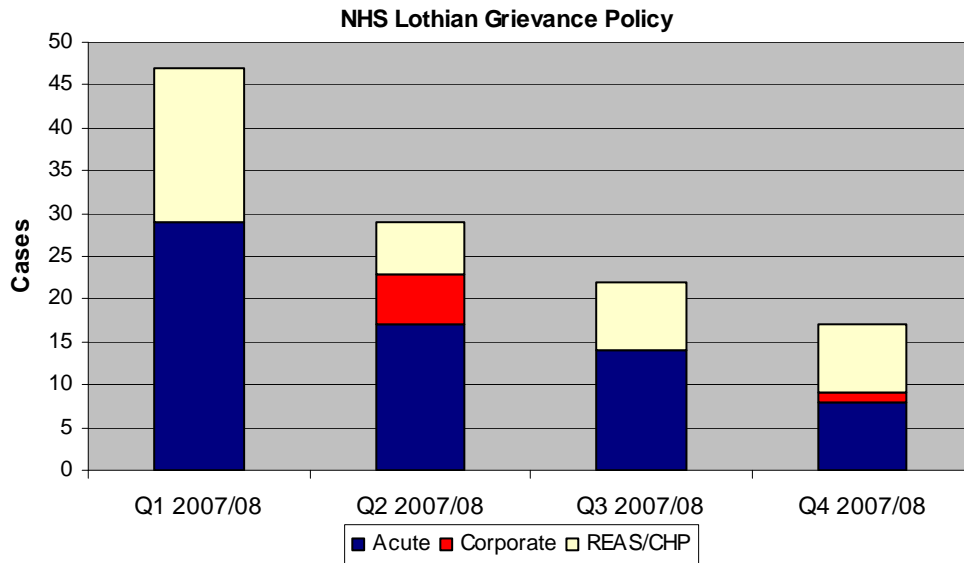
Alternatives to dismissal are within the policy stated as:

- Demotion – permanent or temporary
- Relocation to another department or post or
- Period of retraining.

The most common disciplinary action in cases where dismissal is not considered appropriate is formal counselling. However, it is clear that all policy options short of dismissal, where considered appropriate, are being utilized as detailed in the table below.

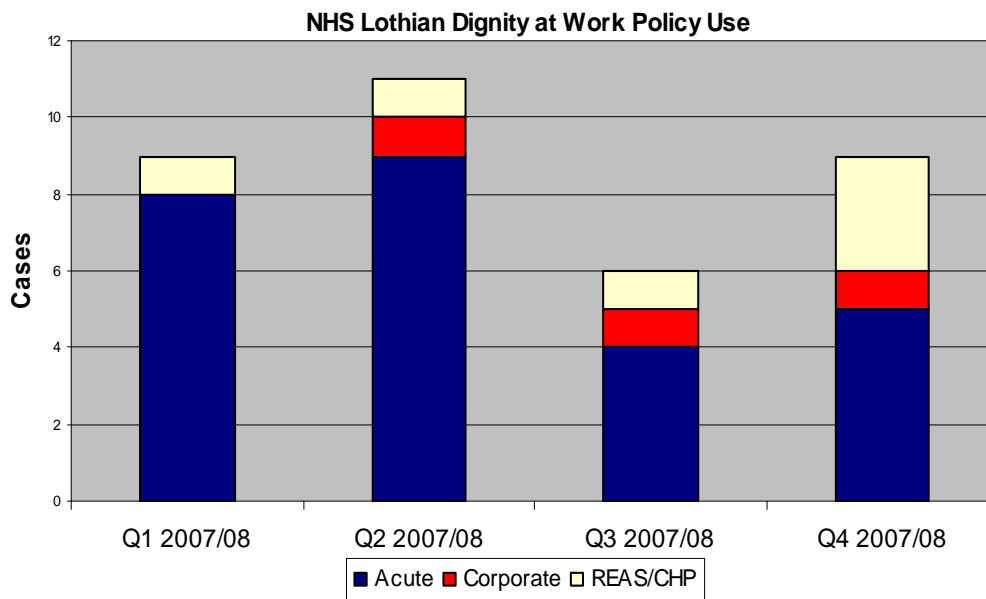
The chart below shows the number of cases reporting the occasions of Grievance Policy

Chart 42



Below are the reported Dignity at Work cases (Bullying and Harassment)

Chart 43



It is hoped that by monitoring these different aspects within NHS Lothian will comply with the principles and values as stated in the NHS Lothian Employment Policies and Procedures: Management of Employee Conduct: Disciplinary Policy and Procedure document.

11. Agenda for Change Transition

This section of the Quarterly report seeks to keep the Board up to date on the progress of the transition to Agenda for Change (AfC).

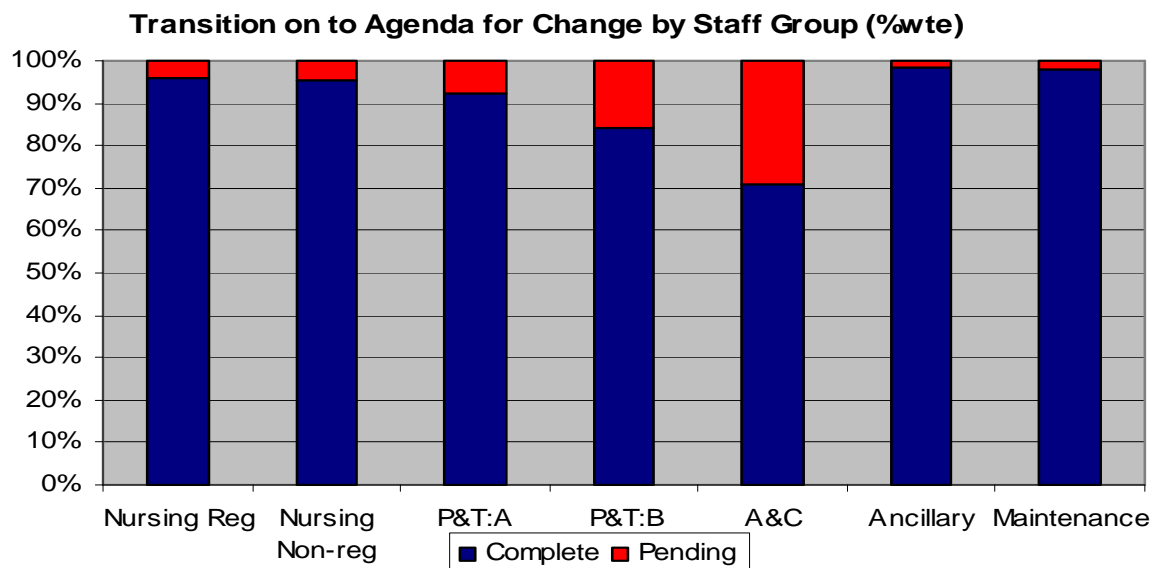
In workforce planning terms this transitional phase poses challenges, as there will be a 'mixed economy' making historical reporting at grade level difficult, it will also impact on the workforce plans as the projected costs and profile of staff may change.

In the Q4 2007/08 period there continues to be a steady increase in the number of staff assimilated to Agenda for Change reaching 15,295 wte as of December 2007. The following table details the progression for Q4 2007/08 and a comparison with Q3 2007/08.

Table 46: Agenda for Change Assimilation

Staff Category	NHS Lothian wte as at Dec 2007	AfC wte transition Dec 2007	Dec % complete	NHS Lothian wte as at March 2008	AfC wte transition March 2008	March % complete
Nursing Reg	6,513	6,171	94.74	6,627	6,368	96.10
Nursing Non-reg	2,555	2,376	93.01	2,651	2,527	95.33
P&T:A	1,748	1,516	86.72	1,771	1,633	92.20
P&T:B	969	702	72.43	959	809	84.36
A&C	2,882	1,818	63.08	2,959	2,095	70.81
Ancillary	1,642	1,592	96.97	1,685	1,656	98.29
Maintenance	203	200	98.52	211	207	98.10
Total	16,512	14,375	87.06	16,862	15,295	90.71

Chart 44:



Between the months of January and March 2008 the staff who have been assimilated have received c£4.7m in pay arrears and other payments. These payments have an impact on all expenditure categories including Overtime, Enhanced and Total Gross Charge.

Members of staff who have left NHS Lothian have been paid c£536k in pay arrears this amount is not included in the above figure and was paid out during March 2008.

12 Human Resources Policy Development

NHS Lothian HR Policy Group **Policy updated as at 31st March 2008**

Policies completed, approved by Lothian Partnership Forum and issued

Adoption Leave (*revised*)
Adverse Weather/Major Transport Disruption
Alcohol and Substance Use
Annualised Hours
Facilitating Breastfeeding on Return to Work
Management of Employee Capability
Car Leasing
Career Breaks (*revised*)
Carer Leave
Leave for Civil and Public Duties
Compassionate Leave
Compressed Working Weeks
Dignity at Work
Management of Employee Conduct (Disciplinary Policy) (*revised*)
Equal Opportunities
Facilities Agreement
Fixed Term Contracts
Flexible Working for Working Parents and Carers (*revised*)
Flexi-Time Systems
Freedom of Speech
Grievance Policy (*revised*)
Home Working
Job Sharing
Lone Working
Maternity Leave (*revised*)
Maternity Support (Paternity) Leave (*revised*)
Organisational Change
Over/Underpayment of Salaries (*revised*)
Parental Leave
Personal Development Planning and Review
Probationary Periods
Promoting Attendance (*revised*)
Race Equality
Redeployment (*revised*)
Removal Expenses
Secondment
Special Leave
Team Based Self Rostering
Dealing Positively with Stress at Work
Temporary Reduction in Working Hours
Term Time Working
Management of Violence and Aggression (*revised*)

Policies/Initiatives completed, approved by Lothian Partnership Forum and implemented

Home Computing Initiative (Salary Sacrifice Scheme)
Childcare Vouchers (Salary Sacrifice Scheme)

Policies awaiting approval of Lothian Partnership Forum

Travel Costs on Transfer of Services

Policies at final draft stage

Absence Recording
Compensatory Rest
Zero Hours Working Arrangements

Policies at Consultation Stage

HAI: Screening of Staff
Management of Staff with Personal Relationships
Verification of Registration

Policies at first draft stage

Exit Interviews
Night Worker Assessments
Staff Development (Workforce & Organisational Development Lead)

Policies currently in preparation/to be developed during 2008/9

Domestic Abuse
Long Service Awards
Working Time Regulations Compliance

“Salary Sacrifice” Schemes:

Bike to Work

Flexible Working Options:

Phased Retirement

Policies to be reviewed in 2008/9:

Parental Leave

Revised PIN Guidelines (requiring review of existing policies):

Facilities Arrangements
Supporting the Work-Life Balance (covers 16 policies)

Note:

Employment Policy Manuals containing all the policies and revisions implemented from April 2005 have been distributed to all departments across NHS Lothian; the policies are also accessible on the intranet site.

Awareness sessions for the majority of these policies were conducted for line managers across a range of sites (28 three-hour sessions) between June and September 2005. Four workshops were held to support implementation of the Promoting Attendance Policy. Briefing programmes for line managers on six key policy areas were conducted between May and July 2006 (13 half-day sessions). Awareness sessions for key policies introduced or amended in 2007 were conducted in November – December 2007 (11 half-day sessions). Further training on developing associated skills is provided through the People Management Module of the Management in Practice programme (ongoing).

13. Training and Development

The following table outlines the reported activity that has taken place for Q1-Q4 2007/08 this report not only details courses provided by Learning and Development but also many other areas including Health and Safety and HR Systems.

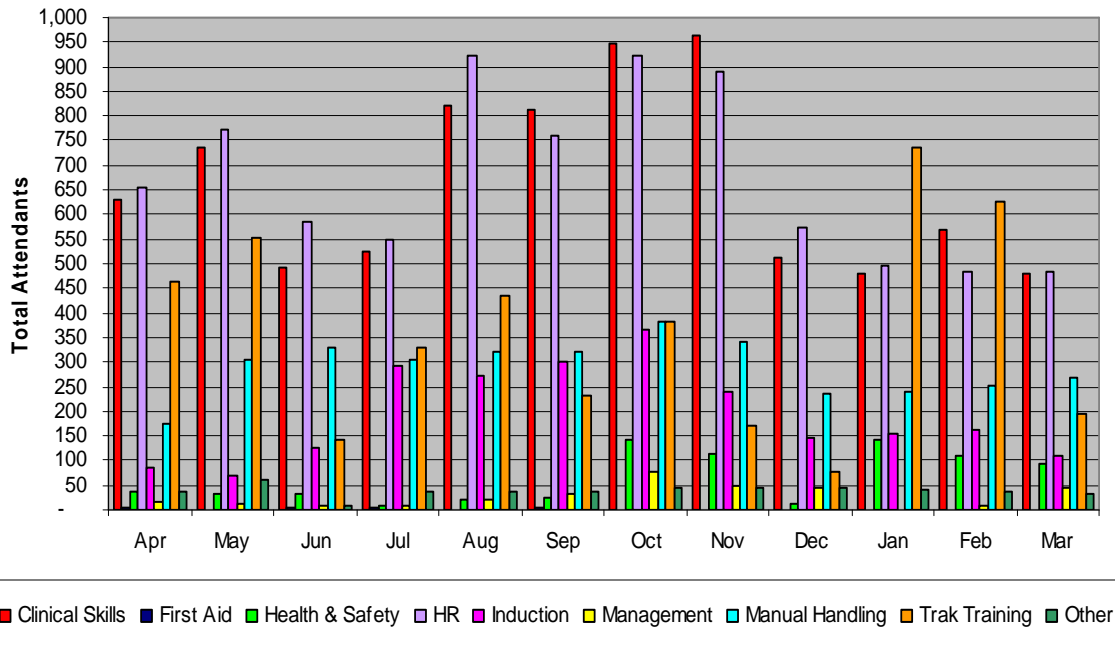
The data has been categorised and is detailed in the table below – (a full list of courses and the appropriate category number of attendees has been attached in Appendix 2.)

Table 47: Training Details April 2007 – March 2008

Course Category	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Grand Total
Clinical Skills	631	735	493	526	823	813	949	963	514	479	570	478	7,974
First Aid	3	-	5	3	-	4	-	-	-	1	1	-	17
Health & Safety	35	33	31	10	20	25	144	114	14	141	110	92	769
HR	656	772	587	550	924	759	924	889	575	495	483	485	8,099
Induction	86	70	127	291	273	302	367	241	148	156	161	108	2,330
Management	15	14	7	8	21	32	78	49	44	-	9	44	321
Manual Handling	173	303	328	303	322	320	384	340	235	239	251	270	3,468
Trak Training	462	554	143	328	433	230	382	171	78	737	626	196	4,340
Other	36	63	9	37	36	38	46	45	46	42	38	32	468
Grand Total	2,097	2,544	1,730	2,056	2,852	2,523	3,274	2,812	1,654	2,290	2,249	1,705	27,786

Chart 45.

Training & Development



14. Diversity Monitoring

Northgate Empower HR system now includes Electronic Staff Records (ESR) for all staff within NHS Lothian. This enables reporting of ethnic profiles covering all staff and staff groups. Ethnic monitoring is recorded for all new staff via recruitment processes. There is however a large majority of staff for whom there is no information as they have been in-post for a significant period of time. Considerable efforts have been made to improve the data collection via National SWISS exercises, however significant gaps remain. The following information is sourced from Empower.

The following section builds on the previously shown data. Also shown within this section is a breakdown by staff group of those who have declared themselves as being disabled.

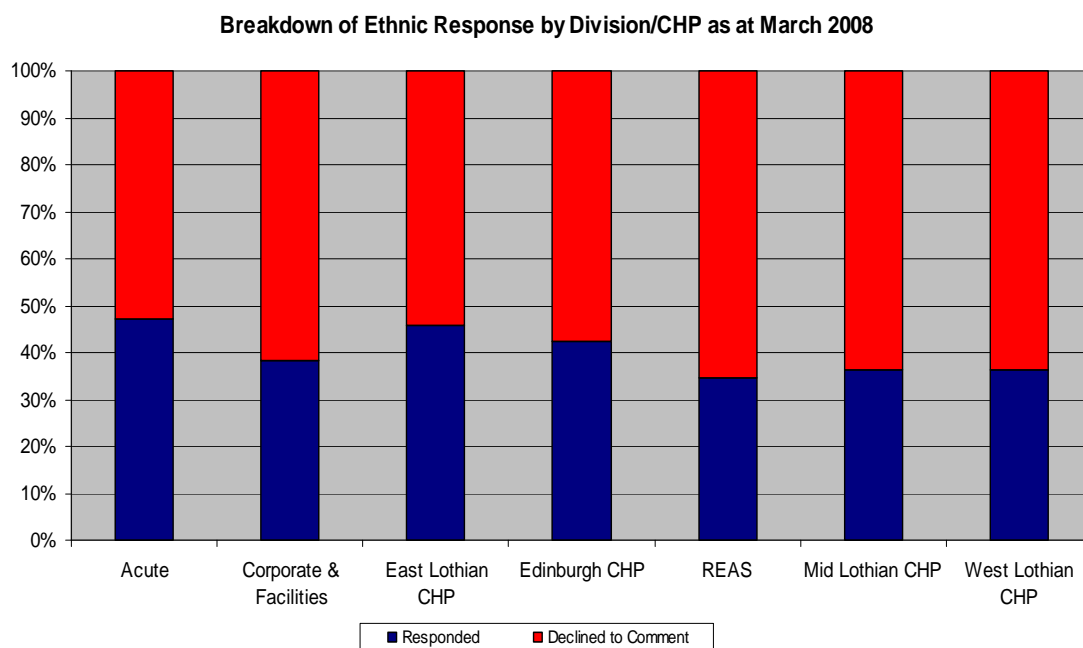
The figures confirm that 43% of the workforce has responded to the questions previously asked about Ethnic Diversity by staff group the following chart outlines the response by Division and CHP this is an increase of 1.04% compared to the December 2007 figures

Table 48: Responses to ethnic monitoring as at March 2008

	Medical	Nursing Reg	Nursing Non reg	P&T A	P&T B	A&C/SM	Ancillary	Mainten- ance	Total
Declined to Comment	1,689	4,061	1,751	918	914	1,937	1,700	97	13,067
Declined to Comment (%)	74%	52%	61%	46%	57%	51%	72%	64%	57%
Responded	594	3,800	1,113	1,088	697	1,858	655	54	9,859
Responded (%)	26%	48%	39%	54%	43%	49%	28%	36%	43%

The figures are for headcount and exclude those staff working within Nurse Bank and with more than one job with NHS Lothian and amounts to a total of 22,926.

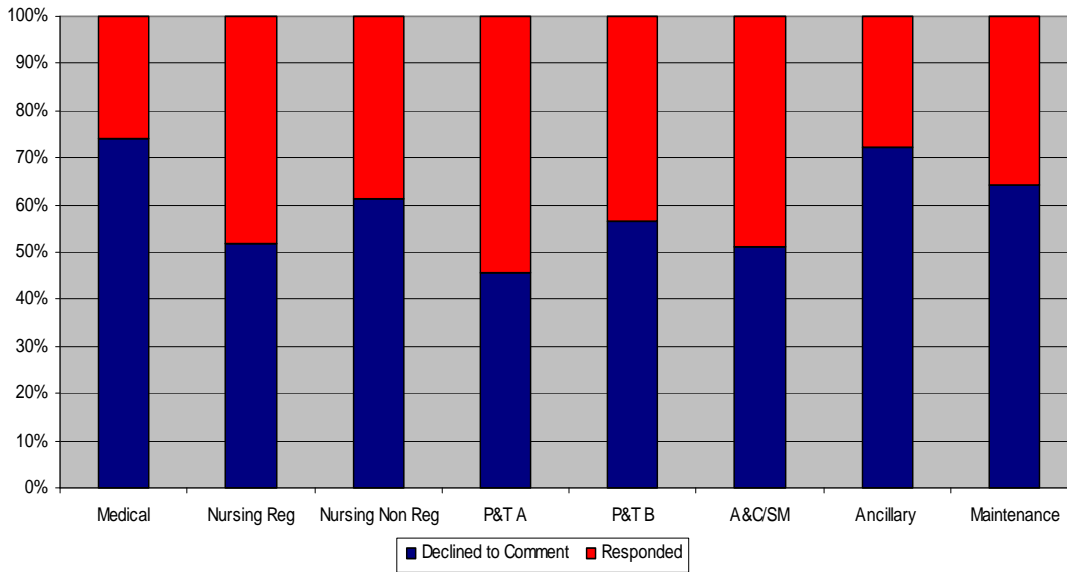
Chart 46.



It is possible to see from the above figures that there is a higher level of response from those who work within Acute Services, this is in the main due to the fact that there is higher turnover and information on new starts has been obtained as part of the recruitment process. The chart below details responses by staff group.

Chart 47

Breakdown of Ethnic Response by Staff Group as at March 2008



The ethnic background of those who have responded is shown in the table and chart below.

Chart 48.

Breakdown of Ethnic Background by those who responded as at March 2008

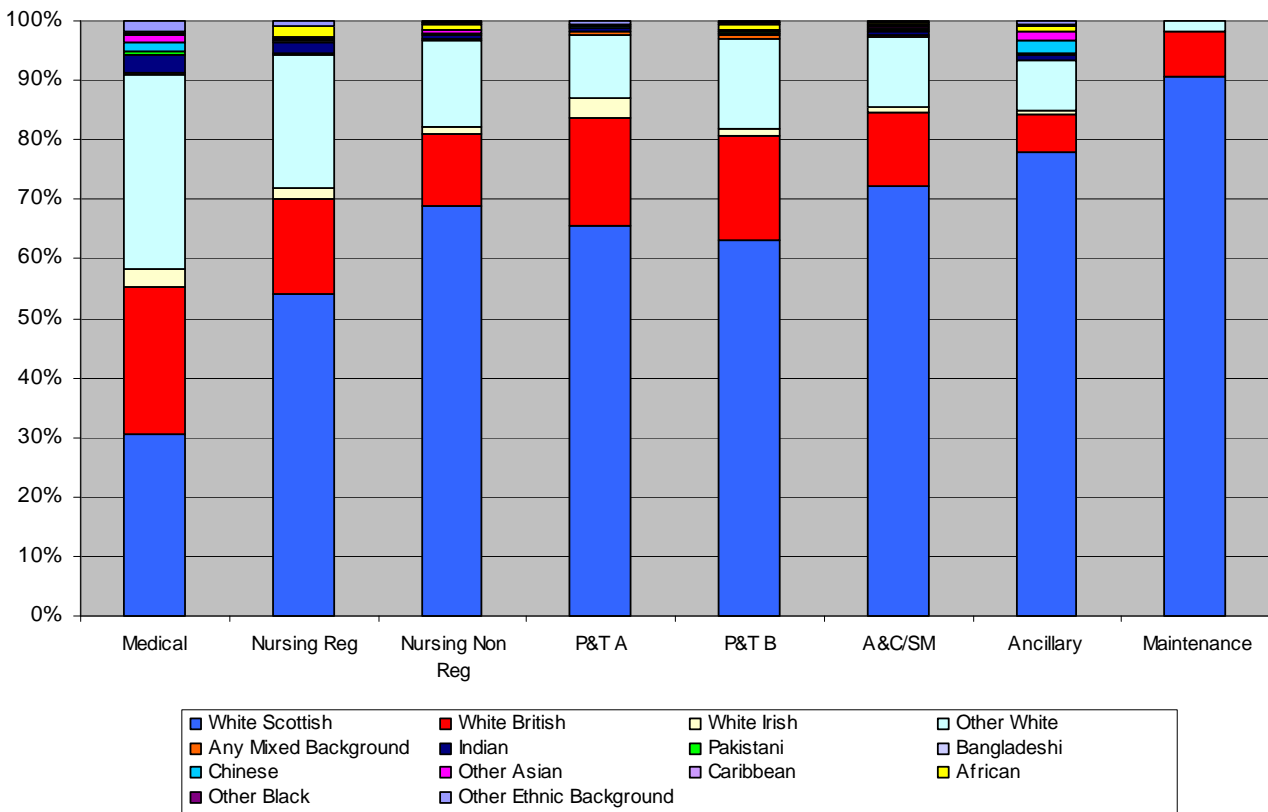


Table 49: Identifying Ethnic Backgrounds of those who responded

Ethnic Group	Nursing		Nursing Non Reg	P&T A	P&T B	A&C/SM	Ancillary	Mainten- ance	Total
	Medical	Reg							
White Scottish	181	2,054	768	712	441	1,343	511	49	6,059
White British	148	609	134	197	121	231	42	4	1,486
White Irish	17	71	12	39	8	16	4	-	167
Other White	194	851	161	113	106	218	54	1	1,698
Any Mixed Background	2	13	3	7	4	5	-	-	34
Indian	18	66	7	7	3	9	7	-	117
Pakistani	3	3	1	-	2	6	1	-	16
Bangladeshi	-	2	-	-	-	-	-	-	2
Chinese	10	12	5	4	1	10	15	-	57
Other Asian	6	12	4	-	1	3	10	-	36
Caribbean	1	4	1	-	-	3	-	-	9
African	2	63	10	4	6	10	6	-	101
Other Black	2	7	3	-	1	-	1	-	14
Other Ethnic Background	10	33	4	5	3	4	4	-	63
Grand Total	594	3,800	1,113	1,088	697	1,858	655	54	9,859

Table 50: Ethnic Breakdown of Applicants and Successful Candidates for Quarter 4 2007/08

Quarter 4 2007/08 Heads Staff Group	White Scottish		White British		White Irish		Other White		Any Mixed Background		Indian		Pakistani		Bangladeshi	
	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful
Medical	65	5	-	-	-	-	4	-	2	-	3	-	1	-	-	-
Nursing Reg	1,221	242	140	33	41	10	112	28	12	1	46	-	4	-	1	-
Nursing Non-reg	863	156	54	13	15	3	93	11	8	-	55	-	5	-	3	1
P&T:A	536	85	99	12	54	6	105	13	23	3	133	-	21	-	-	-
P&T:B	172	21	23	4	4	-	46	6	16	-	26	-	11	-	1	-
A&C/SM	1,140	110	127	12	23	2	145	11	17	3	33	-	18	-	1	-
Ancillary	228	14	19	1	8	-	9	2	1	-	5	-	2	-	-	-
Maintenance	40	3	-	-	-	-	4	-	-	-	2	-	-	-	-	-
Grand Total	4,265	636	470	75	145	21	518	71	79	7	303	7	62	1	6	1

Staff Group	Chinese		Other Asian		Caribbean		African		Other Black		Other Ethnic Background		Declined to Comment		Total	
	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful	Appli- cants	Succe- ssful
Medical	2	-	1	-	-	-	4	-	-	-	-	-	5	-	92	5
Nursing Reg	16	1	39	1	6	-	83	3	4	1	26	-	64	13	1,815	333
Nursing Non-reg	20	1	23	2	-	-	29	2	1	-	17	-	52	7	1,238	202
P&T:A	14	2	22	-	8	-	18	-	1	-	4	-	59	7	1,097	130
P&T:B	4	-	1	-	-	-	21	2	-	-	14	-	6	-	345	33
A&C/SM	4	-	14	-	3	1	22	3	1	-	5	-	63	4	1,616	147
Ancillary	-	-	7	-	-	-	2	-	1	-	1	-	-	-	283	18
Maintenance	-	-	1	-	-	-	-	-	-	-	-	-	2	-	52	3
Grand Total	60	4	108	3	17	1	179	10	8	1	67	2	251	31	6,538	871

Note – The figures for applicants represent those who have applied during monitoring period, in some cases where the candidates are successful this will not show up until the next quarter, reflecting the time frame over which the recruitment process takes place.

From those people who have applied for positions within NHS Lothian 3.84% declined to comment – out of those who were successful 3.56% declined to comment.

Table 51: Ethnic Breakdown for Staff Booked and Attended Courses for Quarter 4 2007/08 (Headcount)

Staff Category	White Scottish		White British		White Irish		Other White		Any Mixed Background		Indian		Pakistani	
	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees
Medical	39	22	13	12	1	7	13	7	-	-	-	-	-	-
Nursing Reg	1,190	742	304	190	49	32	243	140	4	2	15	5	-	-
Nursing Non-reg	231	155	33	20	5	4	50	33	2	1	1	1	2	1
P&T:A	334	251	73	49	8	7	38	27	3	2	5	5	-	-
P&T:B	74	43	31	23	-	-	28	22	11	4	-	-	-	-
A&C/SM	488	328	56	32	6	5	82	54	5	5	1	1	1	1
Ancillary	42	35	5	5	-	-	3	3	-	-	-	-	-	-
Maintenance	3	1	1	1	-	-	-	-	-	-	-	-	-	-
Grand Total	2,401	1,577	516	332	69	49	457	286	25	14	22	12	3	2

Staff Category	Chinese		Other Asian		African		Other Black		Other Ethnic Background		Declined to Comment		Grand Total	
	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees	Booked	Attendees
Medical	-	-	2	2	-	-	-	-	-	-	160	111	228	155
Nursing Reg	11	5	10	5	17	8	4	1	12	9	2,297	1,328	4,156	2,467
Nursing Non-reg	1	-	-	-	2	1	-	-	3	3	497	288	827	507
P&T:A	5	2	-	-	2	1	-	-	1	1	299	233	768	578
P&T:B	1	1	-	-	-	-	-	-	-	-	165	110	310	203
A&C/SM	2	2	-	-	-	-	-	-	1	1	690	445	1,332	874
Ancillary	1	1	-	-	-	-	1	1	-	-	69	50	121	95
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	4	2
Grand Total	21	11	12	7	21	10	5	2	17	14	4,177	2,565	7,746	4,881

Note – The figures for 'Booked' represent those who have applied during monitoring period, in some cases the course/training instance will take place in the following monitoring period and as such will not show up as an attendee until the following period.

From the figures above it is possible to see that for Quarter 4 2007/08, the ethnic origin of 53.92% of staff booked on courses was not known. For staff who attended courses, the ethnic origin was not known for 52.55%. These figures were 51.4% and 48.5%, respectively, in Quarter 3 2007/08.

Table 52: Staff Participating in Training by Ethnic Group for Quarter 4 2007/08 (Headcount)

Month	Staff Category	White Scottish	White British	White Irish	White Other	Any Mixed Background	Indian	Chinese	Other Asian	Caribbean	African	Other Black	Other Ethnic Background	Declined to Comment	Total
January	Medical	14	11	-	7	-	-	-	-	2	-	-	-	61	95
	Nursing Reg	355	67	15	65	-	1	-	3	1	4	-	6	574	1,091
	Nursing Non-reg	100	9	6	20	1	-	-	-	-	1	-	2	116	255
	P&T:A	132	30	3	13	3	1	-	1	-	1	-	1	145	330
	P&T:B	27	5	-	11	2	-	-	-	-	1	-	-	57	103
	A&C/SM	141	14	2	24	3	2	-	-	-	2	-	-	187	375
	Ancillary	7	6	-	2	-	-	-	-	-	-	-	-	23	38
	Maintenance	2	1	-	-	-	-	-	-	-	-	-	-	-	3
January Total		778	143	26	142	9	4	4	4	3	9	9	9	1,163	2,290
February	Medical	10	9	2	10	-	-	-	-	-	-	-	-	39	70
	Nursing Reg	348	88	13	67	3	3	-	1	4	4	-	1	590	1,122
	Nursing Non-reg	62	7	-	13	-	3	1	-	-	1	-	-	115	202
	P&T:A	110	24	7	16	1	3	-	-	-	-	-	1	90	252
	P&T:B	18	8	1	7	-	-	-	-	-	-	-	-	40	74
	A&C/SM	209	18	2	23	3	-	1	1	-	-	-	1	239	497
	Ancillary	17	-	-	1	-	-	-	1	-	-	1	-	17	37
	Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	1	1
February Total		774	154	25	137	7	9	2	3	4	5	1	3	1,131	2,255
March	Medical	10	7	2	2	-	-	-	1	-	-	-	-	39	61
	Nursing Reg	338	80	15	63	2	-	-	1	-	3	1	2	509	1,014
	Nursing Non-reg	70	6	2	8	-	-	-	-	-	-	-	-	116	202
	P&T:A	78	10	1	8	-	2	-	1	-	-	-	-	59	159
	P&T:B	16	11	-	7	2	-	-	-	-	1	-	-	42	79
	A&C/SM	68	10	1	20	-	-	-	1	-	-	-	-	72	172
	Ancillary	17	-	-	1	-	-	-	-	-	-	-	-	12	30
March Total		597	124	21	109	4	2	2	4	4	4	1	2	849	1,717
Grand Total		2,149	421	72	388	20	15	2	11	7	18	2	14	3,143	6,262

These figures differ from Booked and Attended figures due to inclusion of staff that may complete interactive courses.

From the figures above it is possible to see that for Quarter 4 2007/08, the ethnic origin of 50.2% of participants was not known.

Table 53: Detail of New Starts between January and March 2008 by Ethnic Category

Month	Staff Group	White Scottish	White British	White Irish	Other White	Any Mixed Background	Indian	Chinese	Other Asian	Caribbean	African	Other Black	Other Ethnic Background	Declined to Comment	Total
January	Medical	1	-	-	1	-	-	-	-	-	-	-	-	14	16
	Nursing Reg	29	9	2	3	-	-	-	-	-	-	-	-	4	47
	Nursing Non-reg	30	3	2	3	-	-	-	-	-	-	-	1	4	43
	P&T:A	22	7	4	6	-	-	-	-	-	-	-	-	5	44
	P&T:B	4	-	-	1	-	-	-	-	-	-	-	-	3	8
	A&C/SM	23	3	-	3	1	-	-	-	-	-	-	-	7	37
	Ancillary	18	1	-	3	-	-	-	-	-	1	1	-	13	37
January Total		127	23	8	20	1	-	-	-	-	1	1	1	50	232
February	Medical	1	1	-	-	-	-	1	-	-	-	-	-	79	82
	Nursing Reg	38	9	1	6	1	-	1	-	-	1	-	-	9	66
	Nursing Non-reg	23	5	-	1	-	2	-	-	-	1	-	-	1	33
	P&T:A	20	3	-	2	-	-	-	-	-	-	-	-	1	26
	P&T:B	5	1	-	2	-	-	-	-	-	-	-	-	-	8
	A&C/SM	21	-	-	4	1	-	-	-	1	1	-	-	4	32
	Ancillary	18	-	-	2	-	-	-	-	-	-	-	-	13	33
February Total		126	19	1	17	2	2	2	-	1	3	-	-	107	280
March	Medical	-	-	-	-	-	1	-	1	-	-	-	-	16	19
	Nursing Reg	52	9	1	5	-	-	-	-	-	-	-	-	4	71
	Nursing Non-reg	18	2	1	2	-	-	-	-	-	-	-	-	1	24
	P&T:A	14	3	-	1	-	1	1	-	-	-	-	-	1	21
	P&T:B	7	2	-	1	-	-	-	-	-	2	-	-	7	19
	A&C/SM	17	3	-	1	-	-	-	-	-	1	-	-	7	29
	Ancillary	28	1	-	-	-	-	2	-	-	1	-	-	15	47
March Total		136	20	2	10	-	2	3	1	-	4	-	1	51	230
Grand Total		389	62	11	47	3	4	5	1	1	8	1	2	208	742

In this period the percentage of New Starts who have “declined to comment” is 28%, compared to 18.9% in Q3 2007/08.

Table 54: Breakdown of staff progressing within their career by ethnic category

Month	Staff Category	White Scottish	White British	Other White	Other Ethnic Background	African	Declined to Comment	Total
January	Medical	-	1	-	-	-	4	5
	Nursing Reg	3	1	1	-	-	11	16
	Nursing Non-reg	1	-	-	-	-	2	3
	P&T:A	3	1	-	1	1	8	14
	P&T:B	1	1	-	-	-	-	2
	A&C/SM	2	1	-	-	-	4	7
	Ancillary	-	-	-	-	-	3	3
January Total		10	6	1	1	1	32	51
February	Nursing Reg	7	1	3	-	-	7	18
	Nursing Non-reg	2	2	-	-	-	2	6
	P&T:A	1	1	1	-	-	2	5
	P&T:B	1	-	2	-	-	1	4
	A&C/SM	-	-	-	-	-	2	2
February Total		13	4	6	-	-	14	37
March	Medical	-	-	-	-	-	1	1
	Nursing Reg	8	1	1	-	-	7	17
	Nursing Non-reg	1	-	-	-	-	2	3
	P&T:A	1	-	1	-	-	5	7
	P&T:B	-	3	-	-	-	1	4
March Total		10	5	2	-	-	17	34
Grand Total		33	15	9	1	1	63	122

From the data above it is possible to see that within the staff that have progressed in their career the ethnic origin of 51.64% has been given as unknown or declined to comment.

Table 55: Leavers by Staff category and Ethnic Breakdown

Month	Staff Group	White Scottish	White British	White Irish	Other White	Any Mixed Background	Indian	Bangladeshi	Chinese	Other Asian	African	Other Ethnic Background	Declined to Comment	Total
January	Medical	-	-	-	-	-	-	-	-	-	-	-	27	27
	Nursing Reg	15	3	-	4	-	1	-	1	1	-	-	34	60
	Nursing Non-reg	13	1	-	2	-	-	-	-	-	1	-	39	56
	P&T:A	12	1	2	-	-	-	-	-	-	-	-	7	22
	P&T:B	4	-	-	1	-	-	-	-	-	-	-	7	12
	A&C/SM	17	1	-	3	-	-	-	-	-	-	-	19	40
	Ancillary	3	-	-	2	-	-	-	-	-	1	-	22	28
	Maintenance	-	-	-	-	-	-	-	-	-	-	-	1	1
January Total	64	6	2	12	1	1	1	1	1	1	3	1	156	246
February	Medical	1	1	-	1	-	-	-	-	-	-	-	18	21
	Nursing Reg	16	4	2	6	-	-	-	-	-	-	-	36	64
	Nursing Non-reg	14	5	-	1	-	1	-	-	-	2	-	13	36
	P&T:A	8	1	1	-	1	-	-	-	-	-	-	8	19
	P&T:B	3	-	-	1	-	-	-	-	-	-	-	3	7
	A&C/SM	10	-	1	3	-	-	-	-	-	-	-	9	23
	Ancillary	4	1	-	-	-	-	-	-	-	-	-	28	33
	Maintenance	1	-	-	-	-	-	-	-	-	-	-	1	2
February Total	57	12	4	12	1	1	1	1	1	2	2	1	116	205
March	Medical	1	-	-	1	-	-	-	-	-	-	-	7	9
	Nursing Reg	21	6	1	10	-	-	-	-	-	2	-	40	80
	Nursing Non-reg	9	-	-	3	-	-	-	-	-	-	-	26	38
	P&T:A	17	2	1	1	1	1	-	-	-	-	-	12	35
	P&T:B	4	1	-	-	-	-	-	-	-	-	-	5	10
	A&C/SM	14	3	-	3	-	-	-	-	-	-	-	21	41
	Ancillary	12	1	-	2	-	-	-	1	-	-	1	30	47
	Maintenance	-	-	-	-	-	-	-	-	-	-	-	1	1
March Total	78	13	2	20	1	1	1	1	1	2	2	1	142	261
Grand Total	199	31	8	44	2	2	2	1	2	1	7	1	414	712

Of the leavers detailed in the table above, the ethnic origin of 58% was unknown compared to 56% of the last report. Please note this data does not include Nurse Bank or SHO's, HO's, FY1's, and FY2's.

Table 56: Profile of Staff with regards to Disciplinary and Grievance for Quarter 4 2007/08

Month	Grievance Category	White Scottish	White British	White Irish	Other White	African	Declined to Comment	Various	Total
Jan 2007/Q4	Bullying and Harrassment	-	-	-	2	-	2	-	4
	Dismissals	-	-	-	2	1	6	-	9
	Grievances	-	-	-	2	-	-	-	2
	Investigations closed	1	-	-	2	1	8	-	12
	Investigations ongoing	1	-	-	1	-	10	-	12
	Suspension	1	-	-	1	-	3	-	5
Jan 2007/Q4 Total		3	-	-	10	2	29	-	44
Feb 2007/Q4	Bullying and Harrassment	1	-	-	1	-	-	-	2
	Disciplinaries Appeals	-	-	-	-	-	1	-	1
	Dismissals	-	-	-	-	-	7	-	7
	Grievances	-	-	-	1	-	-	1	2
	Investigations closed	-	-	-	-	-	3	-	3
	Investigations ongoing	4	1	-	3	-	8	-	16
Feb 2007/Q4 Total		5	1	-	5	-	19	1	31
March 2007/Q4	Bullying and Harrassment	1	-	-	-	-	2	1	4
	Dismissals	2	-	-	-	-	-	-	2
	Grievances	-	-	-	1	-	-	5	6
	Investigations closed	2	-	-	7	-	2	-	11
	Investigations ongoing	2	1	1	4	-	9	-	17
	Suspension	1	-	-	-	-	1	-	2
March 2007/Q4 Total		8	1	1	12	-	14	6	42
Grand Total		16	2	1	27	2	62	7	117

Please note the ethnic category various is where a grievance may have been brought to the attention of HR by more than one party of differing ethnic origin.

Table 57: Ethnic Breakdown of Senior Manager and Executive Level Staff showing outcome of Performance Appraisals 2004/05 to 2006/07

Year	Performance	White Scottish	White British	White Irish	Other White	Declined to Comment	Grand Total
2004-5	Effective	33	10	1	10	46	100
	Outstanding	3	1	-	-	9	13
2004-5 Total		36	11	1	10	55	113
2005-6	Effective	33	16	1	9	47	106
	Incomplete	2	-	-	-	2	4
	Outstanding	1	-	-	-	-	1
	Superior	7	-	-	1	7	15
2005-6 Total		43	16	1	10	56	126
2006-7	Effective	43	14	1	8	46	112
	Incomplete	-	-	-	1	-	1
	Outstanding	1	1	-	-	-	2
	Superior	10	4	-	-	13	27
2006-7 Total		54	19	1	9	59	142
Grand Total		133	45	3	29	171	381

Staff rated as **Effective** receive an inflationary increase, performance increase (consolidated).

Staff rated as **Superior/Outstanding** receive an inflationary increase, performance increase (consolidated) and non-consolidated bonus.

Staff rates as **Incomplete** receive inflationary increase only.

14. 2 Disabled Employees

The table below shows those members of staff, during the recruitment process, who have declared themselves as having a disability when asked “Do you have a physical or mental health disability that: has a substantial effect on you ability to carry out day to day activities and has lasted or is expected to last 12 months or more?”

Table 58: Employees who have declared themselves as having a disability in March 2007 and March 2008

Staff Group	31-Mar-07		31-Mar-08	
	Headcount	WTE	Headcount	WTE
Nursing Reg	40.00	36.66	37.00	33.56
Nursing Non-reg	18.00	15.85	20.00	17.77
P&T:A	19.00	16.30	19.00	16.25
P&T:B	2.00	1.37	2.00	1.37
A&C/SM	37.00	29.53	37.00	30.75
Ancillary	12.00	7.08	9.00	5.92
Maintenance	2.00	2.00	2.00	2.00
Totals	130.00	108.79	126.00	107.62

This report shows that between March 2007 and March 2008 the number of disabled employees has declined by 3.1%.

15. Chart definitions

Chart 1:	Comparison between April 2004 and March 2008 Workforce wte	Pg 4
Chart 2:	Comparison of wte by Division/CHP between Q1-Q4 2007/08	Pg 5
Chart 3:	Comparison of wte by Division/CHP between Q1-Q4 2007/08	Pg 6
Chart 4:	Workforce Establishments – March 2008	Pg 7
Chart 5:	Vacancies under Recruitment April 2007 – March 2008	Pg 8
Chart 6:	Vacancies under Recruitment April 2004 to March 2008 comparison	Pg 8
Chart 7:	Staff Expenditure April 2004 – March 2008	Pg 10
Chart 8:	Comparison of TGC by CHP between Q1-Q4 2007/08	Pg 10
Chart 9:	Comparison of TGC by Division between Q1-Q4 2007/08	Pg 11
Chart 10:	Overtime Expenditure April 2004 – March 2008	Pg 12
Chart 11:	Comparison of Overtime by CHP between Q1-Q4 2007/08	Pg 13
Chart 12:	Comparison of Overtime by Division between Q1-Q4 2007/08	Pg 13
Chart 13:	Enhanced Pay Costs Expenditure April 2004 – March 2008	Pg 14
Chart 14:	Comparison of Enhanced Payments by CHP between Q1-Q4 2007/08	Pg 15
Chart 15:	Comparison of Enhanced Payments by Division between Q1-Q4 2007/08	Pg 15
Chart 16:	Comparison of Banding Payments April 2004 to March 2008	Pg 17
Chart 17:	All Absence of staff group and service Q4 2007/08	Pg 20
Chart 18:	Comparison of Total Hours Lost through Absence	Pg 20
Chart 19:	Comparison of Q4 2007/08 CMT/CHP Sickness Absence only	Pg 21
Chart 20:	Long/Short Term Absence	Pg 23
Chart 21:	Directly Employed Locum Medical Staff Expenditure	Pg 25
Chart 22:	Locum Usage 4 year trend expenditure	Pg 25
Chart 23:	Locum Usage 4 year trend (wte)	Pg 25
Chart 24:	Bank and Agency Distribution (wte) during Q1-Q4 2007/08	Pg 27
Chart 25:	Comparison between April 2004 – Mar 2008 wte Agency and Bank Staff	Pg 28
Chart 26:	Distribution of Consultant Workforce ytd Q1-Q4 2007/08 (wte)	Pg 29
Chart 27:	Consultant wte April 2004 and March 2008	Pg 30
Chart 28:	Consultant Expenditure (£) April 2004 and March 2008	Pg 30
Chart 29:	Distribution of PA's and EPA's – Overall	Pg 32
Chart 30:	Distribution of PA's and EPA's – Acute	Pg 33
Chart 31:	Distribution of PA's and EPA's – East Lothian CHP	Pg 33
Chart 32:	Distribution of PA's and EPA's – Edinburgh CHP	Pg 33
Chart 33:	Distribution of PA's and EPA's – Mid Lothian CHP	Pg 34
Chart 34:	Distribution of PA's and EPA's – REAS	Pg 34
Chart 35:	Distribution of PA's and EPA's – West Lothian CHP	Pg 34
Chart 36:	Comparison between Short or Temporary and Permanent or Fixed Contracts	Pg 35
Chart 37:	Leavers April 2004 to March 2008	Pg 37
Chart 38:	Q1-Q4 2004/05 to Q1-Q4 2007/08 Comparative Turnover Analysis by Staff Group	Pg 38
Chart 39:	Division/CHP's Leavers by Contract Type	Pg 39
Chart 40:	Division/CHP's Leavers by Age Category	Pg 39
Chart 41:	Management of Employee Conduct Policy Use – Investigations	Pg 41
Chart 42:	Management of Employee Conduct Policy Use – Grievances	Pg 42
Chart 43:	Management of Employee Conduct Policy Use – Dignity at Work Policy Use	Pg 42
Chart 44:	Transition on to Agenda for Change by Staff Group (% wte)	Pg 43
Chart 45:	Training and Development	Pg 46
Chart 46:	Breakdown of Ethnic Response by CMT/CHP as at March 2008	Pg 47
Chart 47:	Breakdown of Ethnic Response by Staff Group as at March 2008-06-09	Pg 48
Chart 48:	Breakdown of Ethnic Background by those who responded	Pg 48

16. Table definitions

Table 1:	Breakdown of Workforce by Staff Group April 2007 to March 2008-06-04	Pg 4
Table 2:	Q1-Q4 2006/07 and Q1-Q4 2007/08 Workforce comparison	Pg 4
Table 3:	Breakdown by Division/CHPs and Staff Group Q1-Q4 2007/08	Pg 5
Table 4:	Establishment figures per staff group per Division/CHPs	Pg 7

Table 5:	Workforce costs breakdown by Staff Group Q1-Q4 2007/08	Pg 9
Table 6:	Q1-Q4 2006/07 and Q1-Q4 2007/08 Workforce costs comparison -	Pg 9
Table 7:	Breakdown by Division/CHPs and staff group Q1-Q4 2007/08	Pg 9
Table 8:	Distribution of Overtime costs by staff group April 2007 – March 2008	Pg 12
Table 9:	Q1-Q4 2006/07 and Q1-Q4 2007/08 overtime costs comparison	Pg 12
Table 10:	Showing breakdown of overtime cost by Division/CHPs and staff group	Pg 13
Table 11:	Distribution of Enhanced pay costs by staff group April 2007 – March 2008	Pg 14
Table 12:	Q1-Q4 2006/07 and Q1-Q4 2007/08 Enhanced pay costs comparison	Pg 14
Table 13:	Breakdown of Enhanced Pay Costs by Division/CHPs and Staff Group	Pg 15
Table 14:	Training grade Doctor Banding Payments	Pg 16
Table 15:	Junior Doctor Banding Expenditure by Division/CHPs Q1-Q4 2007/08	Pg 16
Table 16:	Q1-Q4 2006/07 and Q1-Q4 2007/08 banding pay costs comparison (£)	Pg 17
Table 17:	NHS Lothian Junior Doctors Bandings Q3/Q4 comparison	Pg 18
Table 18:	EWTR Compliance by Band as at March 2008	Pg 18
Table 19:	All Absence Percentages by Division/CHPs – Q4 2007/08	Pg 19
Table 20:	Comparing Absence between Q1-Q4 2006/07 and Q1-Q4 2007/08 by staff group (%)	Pg 21
Table 21:	Percentage of Sickness Absence during the Q4 2007/08 split by Division and CHP	Pg 21
Table 22:	Breakdown of Division/CHP and Absence Type (%)	Pg 22
Table 23:	Breakdown long/short term sick by Division/CHPs	Pg 23
Table 24:	Directly Employed Locum Expenditure by Month April 2007- March 2008	Pg 24
Table 25:	Breakdown of Locum Medical Staff by Division/CHPs	Pg 24
Table 26:	Directly Employed Locum wte by Month April 2007-March 2008	Pg 24
Table 27:	Comparing Expenditure and wte for Q1-Q4 2006/07 and Q1-Q4 2007/08 for Locum Staff	Pg 26
Table 28:	Comparing Expenditure and wte for Q3 2007/08 and Q4 2007/08 for Locum Staff	Pg 26
Table 29:	Detailing Length of Service for Locums as March 2008-06-04	Pg 26
Table 30:	Comparison of Nurse Bank/Agency usage Q1-Q4 2006/07 and Q1-Q4 2007/08	Pg 27
Table 31:	Comparison of Agency/Bank Expenditure	Pg 28
Table 32:	NHS Lothian Consultant wte Q1-Q4 2007/08	Pg 29
Table 33:	NHS Lothian Consultant Costs Q1-Q4 2007/08	Pg 29
Table 34:	Comparing wte and Expenditure of Consultants by Division/CHP	Pg 31
Table 35:	Detailing Programmed Activities and Extra Programmed Activities by CMT and CHP	Pg 32
Table 36:	Fixed/Temporary Contracts April 2004 – March 2008	Pg 35
Table 37:	Fixed/Temporary Contracts April 2004 – March 2008 by staff group	Pg 35
Table 38:	Staff on Secondment by Category	Pg 36
Table 39:	Leavers by Staff Group 2004/05 – 2007/08 comparison	Pg 37
Table 40:	Detailing Leavers by Staff Group and Period	Pg 37
Table 41:	NHS Lothian Leavers by Division/CHPs Q1-Q4 2007/08 breakdown	Pg 38
Table 42:	Detailing turnover by Staff Group and Division/CHP (leavers against staff in post.) in percentages.	Pg 38
Table 43:	Reasons for leaving by Staff Group	Pg 40
Table 44:	Reasons for leaving by Division/CHP's	Pg 40
Table 45:	Detailing Disciplinary Outcomes	Pg 41
Table 46:	Agenda for Change Assimilation	Pg 43
Table 47:	Training Details April 2007 to March 2008	Pg 46
Table 48:	Responses to ethnic monitoring as at March 2008	Pg 47
Table 49:	Identifying Ethnic Backgrounds of those who responded	Pg 49
Table 50:	Ethnic Breakdown of Applicants and Successful Candidates for Q4 2007/08	Pg 50
Table 51:	Ethnic Breakdown for Staff Booked and Attended Courses for the Q3 2007/08	Pg 51
Table 52:	Staff Participating in Training by Ethnic Group	Pg 52
Table 53:	Detail of New Starts between January and March 2008 by Ethnic Category	Pg 53
Table 54:	Breakdown of Staff showing as Progressing within their career by ethnic category	Pg 54
Table 55:	Leavers by Staff category and Ethnic Breakdown	Pg 55
Table 56:	Profile of Staff with regards to Disciplinary and Grievance for Quarter 4 2007/08	Pg 55

Table 57: Ethnic Breakdown of Senior Manager and Executive Level Staff showing outcome of Performance Appraisals 2004/05 to 2006/07 Pg 56

Table 58: Employees who have declared themselves as having a disability in March 2007 and March 2008 Pg 57

Appendix 1 – New Arrangements for Flexible Working

Basic pay under the new flexible arrangement is determined by the actual hours of work undertaken by the flexible trainee. As with full time trainees, a supplement is payable to reflect the level and frequency of out of hours work and this is calculated as a proportion of the basic salary determined by the hours worked.

Table 1, illustrates the new flexible working arrangements and the proportion of salary that will be paid in accordance to the hours of work.

Table 1: Detailing the New Flexible Grade and proportion paid.

Band	F5 is 20 or less than 24 hours of work	F6 is 24 or more and less than 28 hours of work	F7 is 28 or more and less than 32 hours of work	F8 is 32 or more and less than 36 hours of work	F9 is 36 or more and less than 40 hours of work
FA	$0.5+(0.5*0.5)=0.75$	$0.6+(0.6*0.5)=0.9$	$0.7+(0.7*0.5)=1.05$	$0.8+(0.8*0.5)=1.2$	$0.9+(0.9*0.5)=1.35$
FB	$0.5+(0.5*0.4)=0.7$	$0.6+(0.6*0.4)=0.84$	$0.7+(0.7*0.4)=0.98$	$0.8+(0.8*0.4)=1.12$	$0.9+(0.9*0.4)=1.2$
FC	$0.5+(0.5*0.2)=0.6$	$0.6+(0.6*0.2)=0.72$	$0.7+(0.7*0.2)=0.84$	$0.8+(0.8*0.2)=0.96$	$0.9+(0.9*0.2)=1.08$

Band 'F' as illustrated above is split into Band FA, FB and FC, according to hours and patterns of work.

- Band FA – Trainees working at high intensity and at the most unsocial times.
- Band FB – Trainees working at less intensity at less unsocial times.
- Band FC – All other trainees with duties outside the period 8am to 7pm Monday to Friday.

Appendix 2

Table detailing all courses undertaken by staff April 2007 to March 2008

Clinical Skills	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
12 Lead ECG Interpretation	-	-	-	-	-	-	1	-	-	-	-	-	1
Acupuncture Course	-	-	-	8	-	-	-	-	-	5	2	2	17
Adolescent Care	1	-	-	-	-	-	-	-	-	-	-	-	1
Advance Trauma Life Support Observer	-	-	-	-	-	2	-	-	-	-	-	-	2
Advanced Neonatal Resuscitation	-	-	-	-	5	8	-	8	-	-	3	1	25
Advanced Paediatric Life Support	-	-	-	-	-	-	-	-	1	-	-	-	1
Airway Management	-	-	-	-	-	-	-	-	-	-	14	-	14
Alaris Asena (syringe pump)	-	-	-	-	-	1	-	-	-	-	-	-	1
Alaris Pump	-	-	-	-	-	-	-	-	-	1	-	-	1
Alaris Signature (infusion pump)	-	-	-	-	-	1	-	-	-	-	-	-	1
Anaphylaxis	3	1	-	3	1	-	4	4	-	29	48	87	180
Anaphylaxis awareness trainer	-	-	-	-	-	-	1	-	-	-	-	-	1
Anaphylaxis For Primary Care Staff	26	50	27	-	98	40	66	35	36	2	1	2	383
Anaphylaxis Lecture	-	13	10	10	22	32	49	20	-	-	-	-	156
Aromatherapy course	-	-	-	-	-	-	-	-	-	1	-	-	1
Asena	14	23	1	20	11	10	14	12	16	19	13	2	155
Assessment Of Urinary Dysfunction	-	-	-	-	-	-	9	-	6	-	-	-	15
Automated External Defibrillator	-	-	-	-	-	-	-	-	-	-	5	6	11
Basic Life Support	3	4	4	3	8	6	3	3	-	2	7	6	49
Basic Life Support - AAH Staff Only	-	-	-	-	-	-	-	2	1	-	-	-	3
Basic Life Support - Admin Staff	-	-	-	1	-	-	-	-	-	-	-	-	1
Basic Life Support - AHP's	-	7	6	16	18	9	17	8	4	9	12	8	114
Basic Life Support - Community Staff	1	15	4	16	-	6	22	17	8	11	17	16	133
Basic Life Support - Departmental Update	-	-	-	-	12	15	3	10	-	-	-	-	40
Basic Life Support - Link Trainers Updat	-	-	-	-	-	-	-	-	-	-	10	-	10
Basic Life Support - Onsite Update	-	-	-	-	-	-	-	-	-	23	8	-	31
Basic Life Support - Paediatric	-	-	-	-	-	-	-	-	-	17	14	12	43
Basic Life Support - Ward Staff	-	-	-	-	-	-	-	-	-	11	17	6	34
Basic Life Support - Ward Staff Only	-	17	4	3	13	3	12	8	-	-	-	-	60
Basic Life Support & Defibrillator FR2	-	-	-	-	-	-	-	-	-	2	5	10	17
Basic Life Support & FR2 Defibrillator	-	3	3	1	11	2	2	4	3	-	-	-	29
Basic Life Support & FR2 Defibrillator	-	-	-	-	-	-	1	-	-	-	-	-	1
Basic Life Support -East Loth Staff Only	-	-	-	-	-	-	-	-	-	10	17	4	31
Basic Life Support For E Lothian Staff	19	20	21	11	22	14	11	16	9	-	-	1	144
Basic Life Support Link Trainers Course	-	-	-	-	-	-	-	-	-	-	1	5	6
Basic Life Support Orchard Clin Only	-	-	-	-	-	-	-	-	-	1	3	-	4
Basic Life Support REH Staff Only	9	16	24	-	5	13	9	20	16	-	-	-	112
Behavioural Family Therapy	-	-	-	-	17	-	-	-	-	-	-	-	17
Bladder Scanning	-	9	10	8	2	1	-	-	-	-	-	2	32
Blood Glucose Monitor Link Adult	-	-	-	-	-	-	-	1	-	-	-	-	1
Blood Glucose Monitoring	-	-	-	-	-	-	-	1	-	-	-	-	1
BLS For AAH Rehab Staff Only	9	18	13	17	15	16	7	6	8	-	-	-	109
BLS Link Instructor Day	-	-	-	-	7	-	-	-	-	-	-	-	7
Bowel Management For Carers	-	-	-	-	-	1	-	11	-	-	1	-	13
Bowel Management For Registered Nurses	-	-	-	-	-	12	1	13	-	-	10	-	36
Breast Feeding Core Induction Days 1+2	-	-	-	1	-	1	-	-	-	-	-	-	2
Breast Feeding Management Training Day 1	11	13	-	-	-	2	13	20	-	20	10	-	89
Breast Feeding Management Training Day 2	-	22	-	-	-	2	1	20	-	20	1	10	76
Breast Feeding Obstetrician OrientationII	-	-	-	-	-	-	1	-	-	-	-	-	1
Breast Feeding Obstetrician Orientation1	-	-	-	-	-	-	10	-	-	-	-	-	10
Breast Feeding Paed. Orientation I	-	-	-	-	-	-	1	-	-	-	1	-	2
Breast Feeding Paed. Orientation II	-	-	-	-	-	-	1	-	-	-	-	-	1
Breast Feeding Refresher Workshop	10	-	-	-	-	8	-	9	-	-	-	-	27
Breastfeeding Management	-	-	-	-	-	-	-	2	-	-	-	-	2
Burns Resuscitation Course	-	-	-	-	-	-	-	-	4	-	-	-	4
Cancer Care	-	-	-	-	-	-	-	1	-	-	1	1	3
Cancer Care For Nursing Assistants	-	-	-	-	10	-	-	-	-	-	-	-	10
Cancer Update for Health Professionals	-	2	-	-	-	1	1	-	-	-	-	-	4
Cannulation Programme	12	-	-	1	4	6	-	-	-	-	-	-	23
Cardiology AFS Removal Theory	-	-	-	-	-	-	-	-	-	-	1	-	1
Cardiology Cardiac Output	-	-	-	-	-	-	-	-	1	-	-	-	1
Cardiology Local CPU	-	-	-	-	-	-	-	4	-	-	2	-	6
Cardiothoracic Study Day	-	-	-	-	2	-	-	-	-	-	-	-	2
Cardiovascular Interventional Society	-	-	-	-	-	-	-	-	-	2	-	-	2
Care COPD	-	-	-	-	-	-	-	-	1	-	-	-	1
Carers, Caring And You	-	-	-	-	-	1	1	-	-	-	-	-	2
Catheterisation	-	-	-	-	16	16	14	23	17	18	20	16	140
Cervical screening course	-	-	-	-	-	-	-	-	-	-	1	-	1
Charge Nurse Forum	-	-	-	-	-	-	-	1	-	-	-	-	1
Chemotherapy	-	-	-	-	3	1	1	-	-	-	5	2	12
CIS Basic	-	-	-	-	-	-	-	-	1	-	-	-	1
CIS Basics	1	-	-	-	-	-	-	-	-	-	1	8	10
CIS Refresher	-	-	-	-	-	-	-	-	-	-	1	3	4
Clinical activities	-	-	1	-	-	-	-	-	-	3	4	2	10
Clinical Supervision	-	2	-	-	1	1	6	-	3	1	-	-	14
Clinical Support Worker - Course	-	-	-	-	1	-	-	2	-	1	3	-	7
Clinical Support Worker - Induction	-	-	-	-	-	-	-	-	1	-	-	-	1
Clinical Support Worker - Nutrition	-	-	-	-	-	1	-	-	1	-	-	-	2
Clinical Support Worker - Venepuncture	-	-	-	-	-	-	1	-	-	-	-	-	1
Clinical Support Worker Assessors	-	1	-	-	-	-	-	-	-	-	-	-	1
Clinical Support Worker Induction	-	-	1	-	-	-	-	-	-	-	-	-	1

Clinical Skills	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Clinical Update	-	-	1	-	1	-	-	-	-	-	-	-	2
Clinical Update - Fire	119	71	64	53	72	90	55	65	14	-	-	-	603
Clinical Update For CSW	-	1	3	-	-	-	-	-	-	-	-	-	4
Clinical update for registered nurses	2	-	-	-	-	-	-	-	-	-	-	-	2
Communication & Swallowing Difficulties	-	-	-	-	-	-	1	-	-	-	-	-	1
Contenance Awareness For Carers	-	-	-	2	12	1	3	3	-	-	-	2	23
Contenance Products Training	-	-	-	-	-	5	-	8	-	-	-	4	17
Contenance Promotion For Children And Yo	-	-	-	-	-	-	-	-	-	-	7	-	7
Counselling Skills For Practice	-	1	-	-	-	3	-	-	2	-	-	-	6
CPD Academic Reading & Writing	-	-	-	-	-	1	-	-	-	-	-	-	1
Critical Care Delivery Team	-	-	-	-	-	-	-	2	-	1	5	2	10
Deaf Blind Awareness Course	-	1	-	-	-	-	-	-	-	-	-	-	1
Deaf Tactics Courses	-	1	-	-	-	-	-	-	-	-	-	-	1
Defibrillation Monitor Training	-	-	-	-	5	-	-	-	-	-	-	-	5
Defibrillation	-	1	1	-	3	-	-	1	-	1	-	-	7
Dementia Awareness	-	-	-	1	14	19	-	1	-	-	-	3	38
Dementia Awareness - 2 Day Course	-	-	-	-	-	-	-	-	-	2	-	-	2
Dementia Awareness Training Day	-	-	-	-	2	-	-	-	-	-	-	-	2
Diabetes Course	-	-	-	-	-	-	1	2	2	-	1	1	7
Diagnostic Workshop	-	2	-	-	-	-	-	-	-	-	-	-	2
Disability Discrimination Act Workshop	-	-	-	-	4	-	13	15	-	-	-	5	37
Ear Irrigation	-	-	-	7	-	-	30	-	-	-	3	-	40
Ear Irrigation training	-	-	-	-	-	-	2	-	-	-	-	-	2
EAssess Basic	-	-	-	1	1	-	19	28	17	27	25	21	139
Eating Drinking & Swallowing Difficultie	-	-	-	-	-	-	-	2	-	-	-	-	2
ECG course	-	-	-	-	-	-	-	1	-	-	-	-	3
Emergency Care Summary	-	-	-	-	-	-	-	-	16	47	2	1	66
Enable clients to eat and drink	-	1	-	-	-	-	-	-	-	-	-	-	1
Enteral Tube Feeding Training For Nurses	15	22	17	-	-	4	9	16	-	-	18	15	116
Enteral feeding	-	-	-	-	-	-	-	1	1	-	-	1	3
experienced Charge Nurse. Previously Ed	-	-	-	-	-	-	-	-	-	1	-	-	1
Express Inpatients	-	-	-	-	-	3	4	-	-	1	-	-	8
Express New Ways INP & OP	-	-	-	-	-	-	-	20	6	-	-	-	26
Express New Ways Inpatient Training	-	-	-	-	-	-	-	6	19	-	-	-	25
Express New Ways Out Patient	-	-	-	-	-	-	-	16	5	-	-	-	21
Express Results	-	-	-	-	-	1	-	-	-	-	-	-	1
Express Results & Orders	-	-	-	-	-	1	6	-	-	-	-	-	7
Express Secretary	-	-	-	-	-	5	49	15	-	-	-	-	69
Family planning certificate	-	-	-	-	-	-	-	-	-	-	1	-	1
G Grade Development	-	-	-	-	-	-	-	-	-	1	-	-	1
Generic Clinical System	-	-	-	-	-	-	-	-	-	-	1	-	1
Grasby MS26	27	15	-	19	16	11	16	15	22	4	7	17	169
Graseby 3000 (syringe pump)	12	6	-	7	4	2	3	9	7	4	-	-	54
Graseby 500 (infusion pump)	2	1	-	2	-	-	2	-	2	-	-	-	9
Haemofiltration Study Day	-	-	9	-	-	1	-	-	-	3	-	-	13
Immediate Life Support	15	-	10	6	9	-	8	8	-	6	10	15	87
Immediate Life Support - Recertification	-	-	-	-	-	-	6	6	-	6	3	12	33
Immediate Life Support For Primary Care	10	5	20	-	9	10	-	-	-	-	-	-	54
Incremental Discharge System	-	-	-	-	-	-	1	-	-	-	-	-	1
Infection Control	3	4	-	-	-	-	12	6	-	-	-	3	28
Infusion Device Trainer	-	-	-	-	-	1	-	-	-	1	-	-	2
Infusion Devices	-	1	-	-	-	-	-	1	-	5	-	-	7
Intensive Care Nursing	-	-	7	2	2	4	3	4	-	1	1	1	25
Intra Aortic Balloon Pump	5	-	-	-	-	-	-	-	-	-	-	-	5
IV Therapy & Medical Devices Study Day	1	-	-	-	-	-	-	-	-	-	-	-	1
IV Therapy Programme	40	42	29	27	32	35	46	29	28	5	10	44	367
Jnr Doctors Clinical Systems	-	-	-	-	-	-	-	-	3	-	3	-	6
Labs Common Core Equip -Centrifuges/pH	-	-	-	-	-	-	2	-	-	-	-	-	2
Learning Clinic	-	-	-	-	-	7	8	3	3	1	2	-	24
Leg Ulcer	-	-	1	-	-	3	4	2	-	-	2	-	12
Link Nurse for Mental Health Welfare	-	1	-	-	-	-	-	-	-	-	-	-	1
Link Nurse for Pain Relief	-	-	-	-	-	-	-	-	-	-	1	-	1
Link Nurse for Tissue Viability	-	1	-	-	-	-	-	-	-	-	-	-	1
Link Nurse for Violence and Aggregation	-	-	-	-	-	1	-	-	-	-	-	-	1
Male Catheterisation	1	-	-	-	1	1	-	-	-	-	-	-	3
Management Of Central Lines	14	-	12	-	10	5	18	-	2	2	8	-	71
Management Of Diabetes Non Reg Nurse	-	-	-	-	-	11	-	-	-	-	-	-	11
Management Of Diabetes Registered Nurse	-	-	-	-	2	-	1	-	1	-	2	-	6
Mandatory Infection Control	-	-	-	1	-	-	1	-	-	-	-	1	3
Mandatory Pead Study Day Trained Staff	-	-	-	-	13	-	-	-	-	-	-	-	13
Mandatory Procedural Update	-	-	-	-	-	22	-	-	2	-	-	-	24
Mandatory Resus Training Support Staff	-	1	-	-	-	-	3	-	-	-	-	-	4
Mandatory Study Day	28	11	19	14	15	6	39	26	20	13	13	17	221
Mandatory Topics Primary Care	48	91	60	56	74	70	45	56	22	-	-	-	522
Medical Device Pump	-	-	-	-	-	-	-	-	-	26	28	6	60
Medical Devices - ST J STAFF ONLY	-	-	-	-	-	-	-	-	-	45	53	-	98
Medical Devices Link Nurse Training	-	-	-	34	12	21	7	-	-	-	1	-	75
Medical Devices Training	27	36	1	25	16	29	41	96	49	8	14	-	342
Medication Numeracy And Calculations	-	-	-	-	14	4	10	14	-	-	-	-	42
Mental Health Act	-	-	-	-	-	-	1	1	1	-	-	-	3
NEBOSH General Certificate	-	-	1	-	-	-	-	-	-	-	-	-	1
Nurse Prescribing	-	-	-	-	-	-	1	-	-	1	-	-	2

Clinical Skills	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Nutrition And The Older Person	-	-	-	-	-	-	-	1	-	-	-	-	1
Obstetric Emergencies Study Day	-	-	-	-	-	-	-	-	1	-	-	-	1
Oral Health	-	-	-	-	-	-	-	2	-	-	-	-	2
Orthopaedic Study Day	-	-	-	-	-	-	1	-	-	-	-	-	1
OT Refresher RHSC Tailored Session	-	-	-	-	-	-	-	-	-	-	11	-	11
PACS (End User) Training	-	-	-	-	-	-	-	6	-	-	-	-	6
PACS Administrators	-	-	-	-	-	-	-	1	-	-	-	-	1
Paediatric Basic Life Support	-	-	4	4	4	4	4	-	5	-	1	-	26
Paediatric BLS For Primary Care Staff	11	17	5	-	15	11	23	4	8	-	-	-	94
Pain Assessment	-	-	-	-	-	1	-	-	-	-	-	-	1
Pain Management	-	-	-	-	-	-	1	-	-	1	2	-	4
Palliative care	-	-	-	-	-	-	1	2	-	-	1	1	5
Palliative Care (2 Day)	-	-	-	-	-	-	-	-	-	-	8	-	8
Palliative Care For Nursing Assistants	-	-	-	-	-	-	3	-	-	-	-	-	3
Palliative Care In Relation To Cancer	-	-	-	-	-	1	-	3	-	-	-	-	4
Palliative Care Update	-	-	-	-	-	-	-	1	-	-	-	-	1
Patient Group Direction 19	-	6	-	-	5	-	-	-	-	-	-	-	11
PC BLS Link Update Training	-	-	-	-	-	8	-	-	8	-	-	-	16
Perineal Repair	-	-	-	-	-	-	-	3	-	-	-	-	3
PGD7 Prescribing Acetylcysteine	9	3	-	-	-	-	-	-	-	-	-	-	12
Pressure Ulcer Prevention	-	1	-	-	-	1	-	-	-	-	-	-	2
Principles Of Paediatric Resus	1	-	-	-	-	-	2	-	-	-	-	-	3
Principles Of Paediatric Resuscitation	9	2	-	10	-	10	10	-	-	-	-	-	41
Radiology - Sonographer	-	1	-	-	-	-	4	-	3	-	-	-	8
Radiology Assistant Practitioner	1	-	-	-	-	-	4	4	3	-	-	-	12
Radiology Equipment	-	-	-	-	1	-	-	-	-	-	-	-	1
Radiology Red Dot Study	-	-	-	-	-	-	-	11	-	-	-	-	11
Radiology X-Ray Reporting	-	-	-	-	-	1	1	-	-	-	-	-	2
Rapid Sequence Intubation	10	8	-	-	-	1	-	-	3	-	-	-	22
RECERT FR2/AED DEFIB	-	-	-	-	-	-	1	-	-	-	-	-	1
Recording A Standard 12 Lead ECG	25	38	-	-	36	27	39	32	29	-	24	28	278
Recording a Standard 12-Lead ECG	-	-	-	-	-	-	-	-	-	1	-	-	1
Resuscitation Room Training	8	3	-	1	2	3	-	2	1	-	-	-	20
Resuscitation Service Basic Life Support	-	-	-	-	-	-	-	-	-	9	-	9	18
RHSC - Advanced Paediatric Life Support	-	-	-	-	-	-	-	2	-	-	-	-	2
RHSC - Diabetes Study Day	-	-	-	-	1	-	-	-	-	-	-	-	1
RHSC - GI + Nutrition in Children & Teen	-	-	-	-	-	-	-	-	4	-	-	-	4
RHSC - IV Therapies	-	-	10	-	-	-	-	-	-	-	-	-	10
RHSC - Mentor Update Course Child Health	-	7	-	21	26	-	30	31	-	-	-	-	115
RHSC - Nasoendoscopy training	-	-	-	-	-	-	-	-	-	3	-	-	3
RHSC - Parenteral Nutrition	-	-	-	-	-	1	-	-	-	-	-	-	1
RHSC -Basic Food Hygiene Awareness	-	-	-	-	-	-	3	-	-	-	-	-	3
RHSC Basic Life Support Open Session	3	9	-	-	-	15	-	8	-	-	-	-	35
RHSC Blood Results	-	1	-	-	-	-	-	-	-	-	-	-	1
RHSC ENT Training	-	-	-	-	-	-	-	-	-	-	-	1	1
RHSC- Enuresis	-	-	-	-	-	-	1	-	-	-	-	-	1
RHSC Hospital Play Specialist Course	-	-	3	-	-	-	-	-	-	-	-	-	3
RHSC Management & social care	-	-	-	-	-	-	-	-	-	1	-	-	1
RHSC Nurse Led Pre-Op Assessment	-	-	-	1	-	-	-	-	-	-	-	-	1
RHSC- Special/Complex Needs	-	-	-	-	-	-	1	-	-	-	-	-	1
RIE Manual Defib Training	-	-	-	-	-	-	-	-	-	-	-	8	8
Safe Blood Transfusion	-	-	4	1	-	-	-	-	-	-	-	-	5
Scottish Vocational Qualification (SVQII)	-	-	-	-	-	-	1	-	-	-	-	-	1
Seminar in Heart Disease	-	1	-	-	-	-	-	-	-	-	-	-	1
Skills For Clinical Practice Module	-	39	42	44	34	20	23	13	13	22	19	-	269
Spinal Study Day	-	-	-	-	-	-	-	22	-	-	-	-	22
Stoma Care	-	-	-	-	-	-	-	-	-	5	-	-	5
Student Nurse Induction	-	-	-	4	-	-	-	-	-	-	-	-	4
Substance Abuse and Families	1	-	-	-	-	-	1	-	-	-	-	-	2
Substance Misuse Drugs	-	-	-	-	-	-	-	1	-	-	-	-	1
Substance Misuse Smoking Cessation Train	-	1	-	-	-	-	-	-	-	-	-	-	1
SVQ Care Level 2	-	-	-	-	1	-	-	1	1	2	-	1	6
SVQ Level 3 - Induction	-	-	-	-	1	-	-	-	-	-	1	-	2
SVQ Level 3 - Study Day	-	-	-	-	-	-	-	-	-	-	-	1	1
Swallowing	1	1	-	-	-	-	-	-	-	-	-	-	2
Symptomatic Relief	-	1	-	-	-	-	-	-	-	-	-	-	1
Syringe Driver Training MS26	-	-	-	-	-	-	-	-	-	-	1	-	1
Syringe Drivers - unspecified	-	-	-	-	-	-	-	-	-	-	-	1	1
The Final Act Of Care	-	-	-	-	-	11	-	-	-	-	-	-	11
Tissue Viability	-	1	2	-	1	1	-	-	-	-	2	-	7
TPR, Oxygen	1	1	-	-	-	-	-	-	-	-	-	-	2
Tracheostomy & Suctioning Techniques	1	-	-	13	-	6	-	9	5	-	-	-	34
Ultrasound Scanning	-	-	-	-	1	2	-	-	-	2	1	-	6
Unscheduled Care Collaborative Programme	-	-	1	-	-	-	-	-	-	-	-	-	1
Update Physios & OTs	-	7	-	-	-	-	-	-	-	-	-	-	7
Urinary Disfunton	-	-	-	-	-	-	-	1	1	-	-	-	2
Vaccination/Immunisation	-	-	-	-	-	11	-	12	-	-	-	-	23
Vascular Access Devices	17	-	17	-	-	11	7	13	-	-	7	-	72
Venepuncture & Cannulation Course	26	33	19	50	34	40	35	15	51	13	12	31	359
Venepuncture Programme	18	-	-	-	-	-	-	-	-	-	-	2	20
Venous Access Devices Theory	1	-	1	-	-	-	-	-	-	-	-	-	2
Verification of Death	-	2	-	-	-	-	-	-	-	-	-	-	2

Clinical Skills	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Verification Of Expected Death	-	-	-	-	-	1	-	-	-	-	-	-	1
Weaning And Health Eating	-	-	-	-	-	12	-	-	-	-	-	9	21
Wound Healing Process	-	-	1	1	5	-	-	-	-	-	-	-	7
Wound Management	-	-	-	-	3	1	3	1	-	-	-	-	8
Wound Management Update	-	-	-	-	-	-	1	-	-	-	-	-	1
Z1 Protection Of Individuals From Abuse	-	-	-	-	6	-	-	-	-	-	-	-	6
Clinical Total	631	735	493	526	823	813	949	963	514	479	570	478	7,974

First Aid	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
First Aid 4 Day Course - Day 1	1	-	2	1	-	-	-	-	-	-	-	-	4
First Aid 4 Day Course - Day 2	1	-	1	-	-	-	-	-	-	-	-	-	2
First Aid 4 Day Course - Day 3	1	-	-	-	-	-	-	-	-	-	-	-	1
First Aid 4 Day Course - Day 4	-	-	-	1	-	-	-	-	-	-	-	-	1
First Aid Course	-	-	2	1	-	4	-	-	-	1	1	-	9
First Aid Total	3	-	5	3	-	4	-	-	-	1	1	-	17

Health & Safety	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Cleanliness Champions Course	15	8	1	7	6	1	31	8	-	-	1	2	80
COSHH	-	-	-	-	-	-	5	2	-	-	1	-	8
Fire - Half Day Practical	-	-	-	-	-	-	-	1	-	31	29	26	87
Fire Awareness Session-Practical	1	3	1	-	3	1	2	-	-	-	-	-	11
Fire Awareness Session-Talk	-	2	1	-	-	3	1	5	-	2	4	-	18
Fire Evacuation Course	-	-	-	-	-	-	1	-	1	-	-	-	2
Fire Lectures	12	11	20	3	10	18	20	34	3	15	8	3	157
Fire Open Sessions - No Need to Book	-	-	-	-	-	-	-	-	-	9	-	-	9
Fire Prevention: Fire Fighting Equipment	3	1	-	-	1	-	1	-	-	-	-	-	6
Fire Prevention: Fire Procedures	4	8	2	-	-	1	1	-	-	-	-	1	17
Food And Health	-	-	1	-	-	1	2	-	-	-	-	-	4
Health & Safety COSHH	-	-	-	-	-	-	-	13	-	19	12	17	61
Health & Safety Incident Investigation	-	-	-	-	-	-	27	13	-	33	23	8	104
Health & Safety Risk Management	-	-	-	-	-	-	-	-	-	31	31	34	96
HEALTH AND SAFETY SENIOR MANAGERS	-	-	-	-	-	-	-	8	-	-	-	-	8
Health And Saftey Risk Management	-	-	-	-	-	-	47	28	-	-	1	1	77
Health, Safety And Clinical Risk Manager	-	-	-	-	-	-	-	-	10	-	-	-	10
Incident Investigation Refresher	-	-	-	-	-	-	4	-	-	1	-	-	5
Incident Reporting & Investigation Trgn	-	-	-	-	-	-	2	2	-	-	-	-	4
NHS002 - Infection Control: Standard Pre	-	-	1	-	-	-	-	-	-	-	-	-	1
NHS006 - Health & Safety: Structure & Pu	-	-	1	-	-	-	-	-	-	-	-	-	1
NHS007 - Health & Safety: Health & Safet	-	-	1	-	-	-	-	-	-	-	-	-	1
NHS008 - Health & Safety: Hazard & Risk	-	-	1	-	-	-	-	-	-	-	-	-	1
NHS009 - Health & Safety: Incident Repor	-	-	1	-	-	-	-	-	-	-	-	-	1
Health & Safety Total	35	33	31	10	20	25	144	114	14	141	110	92	769

Human Resources	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Advanced Business Communication: Busines	-	-	-	-	-	-	-	1	-	-	-	-	1
Advanced Interpersonal Communication: Co	-	1	-	-	-	-	-	-	-	-	-	-	1
Alcohol Awareness Seminar	-	-	1	-	-	-	1	-	-	-	-	-	2
Assessor Induction Course	-	-	1	-	-	-	-	-	-	-	-	-	1
Assessors Training	1	-	1	-	-	1	-	-	2	-	1	-	6
Bereavement Issues	-	-	-	-	-	-	-	-	-	-	-	2	2
Best Practice Conference	-	-	-	-	-	-	-	3	-	-	-	-	3
Child Protection	1	1	2	1	1	1	1	4	3	4	6	2	27
Child Protection - Legal Processes L2	-	-	-	-	-	-	19	-	-	-	-	-	19
Child Protection Basic Awareness	3	14	1	-	-	14	28	47	64	31	37	50	289
Child Protection Inter-Agency Workshop	-	-	-	-	-	-	-	-	-	5	-	-	5
Child Protection PLT Sessions	-	-	-	-	17	5	-	-	-	1	-	-	23
Child Protection Procedure Briefings	-	-	-	-	89	52	-	17	-	-	-	-	158
Child Protection Sub.Misuse P/Cols Pract	-	1	-	-	2	50	24	52	19	12	-	14	174
Child Protection Tailored Courses	-	-	-	-	7	16	1	-	-	-	-	-	24
Child Protection Training	-	2	1	-	-	5	1	3	-	-	-	2	14
Child Protection Training For Managers	-	-	-	-	-	-	-	1	-	-	-	-	1
Coaching: Applying the Coaching Process	1	-	-	-	-	-	-	-	-	-	-	-	1
Coaching: Building Relationships	-	-	-	-	-	-	-	1	-	-	-	-	1
Community Information Services	-	-	-	-	-	3	6	3	3	15	7	3	40
Complaint/Customer Care/Liaison	1	-	-	-	-	-	-	-	-	-	-	-	1
COPD Module	-	-	1	-	-	-	-	-	-	-	-	-	1
Datix Core Training	-	-	-	-	-	-	-	-	-	-	4	2	6
Domestic Abuse Training	-	-	-	-	-	-	-	14	-	1	-	-	15
ECDL (E-Learning Version) Induction	2	2	-	-	-	-	-	-	-	-	-	-	4
ECDL Full Certificate	1	-	-	1	2	3	-	-	-	-	-	-	7

Human Resources	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
ECDL M1 Concepts of IT	6	5	7	5	10	9	5	4	-	6	3	5	65
ECDL M2 Using the Computer	6	2	3	3	6	9	1	-	-	5	3	2	40
ECDL M3 Word Processing	3	6	2	6	5	2	4	1	-	3	1	1	34
ECDL M4 Spreadsheets	2	5	3	7	6	5	3	1	-	2	3	4	41
ECDL M5 Database	2	3	-	2	5	1	4	-	-	1	1	3	22
ECDL M6 Presentation	3	2	1	4	7	3	2	-	-	-	-	2	24
ECDL M7 Information & Communication	9	8	3	8	10	5	-	-	-	-	-	-	43
ECDL M7 Sec1 Information	-	-	-	-	-	-	5	-	-	-	1	2	8
ECDL M7 Sec2 Communication	-	-	-	-	-	-	3	1	-	1	2	1	8
ECDL Module 2	-	-	-	-	-	-	2	1	2	3	3	-	11
ECDL Module 3	-	-	-	-	-	-	3	1	1	1	4	1	11
ECDL Module 4	-	-	-	-	-	-	2	1	-	1	3	4	11
ECDL Module 5	-	-	-	-	-	-	1	3	-	1	1	2	8
ECDL Module 6	-	-	-	-	-	-	1	1	1	2	1	-	6
ECDL Module 7	-	-	-	-	-	-	3	1	-	3	2	1	10
ECDL Module1	-	-	-	-	-	-	3	4	-	1	3	2	13
ECDL Tests	-	-	-	-	-	1	-	1	2	-	-	-	4
E-KSF TRAINING	-	-	-	-	-	-	-	-	-	-	4	-	4
ELS - Express Inpatients	5	7	-	1	1	-	-	-	-	-	-	-	14
ELS - Immediacy Half Day	-	-	-	-	1	3	-	-	-	-	-	-	4
ELS - Immediacy Intranet Software	2	-	-	-	-	-	-	-	-	-	-	-	2
ELS - Immediacy Intranet Training	35	8	-	-	-	-	-	-	-	-	-	-	43
ELS - Intermediate Outlook	-	-	-	1	2	-	-	-	-	-	-	-	3
ELS - Intermediate To Powerpoint	-	-	-	2	-	-	-	-	-	-	-	-	2
ELS - KSF Training	-	1	-	-	-	-	-	-	-	-	-	-	1
ELS- Net G Induction	2	5	6	4	5	1	-	-	-	-	-	-	23
ELS - Out Patient Clinic Letters	3	-	12	-	-	-	-	-	-	-	-	-	15
ELS- Intermediate Word	1	2	4	1	1	2	-	-	-	-	-	-	11
ELS- Introduction To Excel	3	3	6	1	2	-	-	-	-	-	-	-	15
ELS- Introduction To Powerpoint	2	4	-	-	-	-	-	-	-	-	-	-	6
ELS- Introduction To Word	1	1	3	3	-	-	-	-	-	-	-	-	8
ELS- Jnr Doctors Clinical Systems	1	-	-	-	-	-	-	-	-	-	-	-	1
ELS- Learning Clinic	-	-	-	3	-	2	-	-	-	-	-	-	5
ELS-Clinic	6	1	3	2	-	-	-	-	-	-	-	-	12
ELS-Community Information Services (SJH)	6	9	14	1	3	3	-	-	-	-	-	-	36
ELS-Confidentiality Mandatory	-	-	-	-	-	-	41	-	-	-	-	-	41
ELS-ECDL Tests	6	1	5	5	1	1	-	-	-	-	-	-	19
ELS-Express Enquiry	-	3	-	-	1	-	-	-	-	-	-	-	4
ELS-Express Results	1	1	1	1	-	-	-	-	-	-	-	-	4
ELS-Express Results & Orders	2	3	-	9	1	1	-	-	-	-	-	-	16
ELS-Express Secretary	-	5	-	-	-	-	-	-	-	-	-	-	5
ELS-Introduction To Computers	-	1	3	-	-	-	-	-	-	-	-	-	4
ELS-Introduction To Internet	-	-	-	-	3	-	-	-	-	-	-	-	3
ELS-Introduction To Outlook	2	3	-	-	-	-	-	-	-	-	-	-	5
ELS-MIDAS Training	-	2	-	-	-	-	-	-	-	-	-	-	2
ELS-SCI Store Results	-	-	1	-	-	-	-	-	-	-	-	-	1
E-Mail Etiquette: E-mail in the Workplac	-	-	-	-	2	-	-	-	-	-	-	-	2
E-Mail Etiquette: Using E-mail to Commun	-	-	-	-	1	-	-	-	-	-	-	-	1
E-Mail Etiquette: Writing Effective E-ma	-	-	-	-	1	-	-	-	-	-	-	-	1
Employee Performance: Managing Difficult	-	-	-	1	-	-	1	-	-	-	-	1	3
Employee Performance: Resolving Conflict	-	-	-	-	-	-	2	-	-	-	-	-	2
Equal Opps In Recruitment & Selection	-	18	-	16	13	24	18	12	18	22	23	15	179
Equality Impact Assmt. Workshops	-	-	-	17	-	-	-	-	-	-	-	-	17
Evaluation	-	1	-	-	-	-	-	-	-	-	-	-	1
Express Enquiry	-	-	-	-	-	-	1	-	22	-	-	-	23
Express Receptionist	-	-	-	-	-	-	5	-	-	-	-	-	5
Fair For All Promoting Race Equality	-	11	11	12	12	14	-	13	6	-	-	-	79
Frontline Leadership: Positively Influen	-	-	-	1	-	-	-	-	-	-	-	1	2
Full ECDL Certificate	-	-	-	-	-	-	-	1	2	3	1	2	9
Grammar Skills - An Introduction to Basics	-	-	1	-	-	-	-	-	-	-	-	-	1
Grammar Skills - Writing Effectively	-	-	-	-	-	-	-	-	-	-	-	1	1
HR - Policies and Staff Governance info	-	1	-	-	-	-	-	3	3	-	-	-	7
ICDL & ECDL AM3 Word Processing	-	-	-	-	-	1	-	-	-	-	-	-	1
IMMEDIACY 1-2-1 TRAINING	-	-	-	-	-	-	-	-	-	2	-	-	2
Immediacy Half Day (Intranet Web Page De	-	-	-	-	-	-	-	2	-	-	-	-	2
Immediacy Intranet Training	-	-	-	-	-	1	6	-	-	14	10	7	38
Intermediate To Powerpoint	-	-	-	-	-	3	-	-	-	-	-	-	3
Interviewing Skills - Preparing for an I	-	-	-	1	1	-	-	-	-	-	-	-	2
Interviewing Skills: Conducting an Inter	-	-	1	-	-	-	-	-	-	-	-	-	1
Intranet Immediacy Half Day	-	-	-	-	-	9	-	-	-	-	-	-	9
Introduction To Computers	-	-	-	-	-	1	-	-	-	5	-	-	6
Introduction To Excel	-	-	-	-	-	3	-	-	-	-	-	-	3
Introduction To Powerpoint	-	-	-	-	-	3	-	-	-	-	-	-	3
Introduction To Word	-	-	-	-	-	1	-	-	-	-	-	-	1
IT - Beginners Guide To Computing	3	-	-	-	-	-	-	-	-	-	-	-	3
IT - Beginners Guide To Computing	-	-	-	-	-	3	-	-	-	-	-	-	3
IT - Excel Introduction	-	-	-	-	-	8	-	-	-	-	-	-	8
IT - File Management	-	-	-	-	-	2	-	-	-	-	-	1	3
IT - Internet Introduction	-	-	-	-	-	-	-	1	-	-	-	-	1
IT - Outlook Email	-	-	-	-	-	-	-	-	-	-	-	1	1
IT - PowerPoint Advanced	-	-	-	-	-	1	-	-	-	-	-	-	1
IT - PowerPoint Basic	-	-	-	-	-	-	1	-	-	-	-	-	1

Human Resources	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
IT - Word Introduction	-	-	-	-	-	4	-	-	-	-	-	-	4
KAZ Keyboarding A-Z	-	-	-	1	-	-	-	-	-	-	-	-	1
Kids Course	-	-	-	-	-	-	-	-	-	10	10	-	20
KSF Train The Trainer	-	-	-	1	1	12	9	7	-	13	-	11	54
KSF Train The Trainer Day 3	-	-	1	9	-	-	3	13	-	7	9	-	42
Leadership Development - Motivation	-	-	-	-	-	-	-	1	-	-	-	-	1
Learning & Development Staff Training	-	-	8	-	-	-	-	-	-	-	-	-	8
Learning Centre - Internet	-	-	-	1	-	-	-	-	-	-	-	-	1
Link Trainers	-	-	-	-	-	4	-	-	-	-	-	-	4
Management Development Course	-	3	1	-	-	-	1	-	1	1	-	-	7
Mentor - Sign-Off Mentor Sessions	-	-	-	-	-	-	-	-	-	-	-	1	1
Mentor Update - Half Day Adult Services	-	-	-	-	-	-	-	-	-	6	14	3	23
Mentor Update - Half Day Mental Health	-	-	-	-	-	-	-	-	-	13	-	18	31
Mentorship - Half Day Adult Services	2	1	2	9	13	11	16	14	9	-	2	1	80
Mentorship - Half Day Child Health Nurse	-	-	-	-	1	-	4	4	-	-	-	-	9
Mentorship - Half Day Midwives	-	-	-	-	5	-	-	-	-	-	-	-	5
Mentorship - Mental Health Half Day	-	-	-	-	8	1	15	8	2	-	-	-	34
Mentorship Active	10	8	8	17	20	-	-	-	-	-	-	-	63
Mentorship Local Update Session	-	-	-	-	3	2	-	-	-	-	-	-	5
MENTORSHIP SHORT	-	-	-	-	-	-	-	-	-	2	-	-	2
Mentorship Training	-	5	1	1	1	2	1	1	-	-	1	-	13
Mentorship Update	-	-	-	-	-	-	75	-	-	-	-	-	75
Mentorship Update 1/2 Day Session	-	-	-	51	123	60	75	72	55	1	-	-	437
Mentorshipshort	-	-	-	-	-	-	-	1	-	-	2	-	3
Microsoft Excel 2000 Fundamentals	-	1	-	-	-	-	-	-	-	-	-	-	1
Microsoft PowerPoint - Basic Skills	-	-	-	-	1	-	-	-	-	-	-	-	1
Microsoft Publisher 2002	1	-	-	2	-	-	1	-	-	1	-	-	5
Microsoft® PowerPoint® 2000 Proficient U	-	-	-	-	1	-	-	-	-	-	-	-	1
MS Access 2000 Expert User	-	-	-	-	-	-	-	-	-	1	-	-	1
MS Access 2000 Fundamentals	-	-	-	-	-	-	2	-	-	-	1	-	3
MS Access 2002 Fundamentals	-	-	-	-	-	-	-	-	-	-	-	1	1
MS Access 2002 Proficient User	-	-	-	-	-	-	-	-	-	-	-	1	1
MS Excel 2000 Expert User	-	-	-	-	-	-	-	1	-	-	-	-	1
MS Excel 2002 Fundamentals	-	-	-	1	-	-	-	-	-	-	-	-	1
MS PowerPoint 2002 Expert User	-	-	-	-	-	-	-	-	-	-	1	-	1
NHS022 - KSF: Post Outlines	-	-	1	-	-	-	-	-	-	-	-	-	1
Outlook Email	-	-	-	2	-	-	-	-	-	-	-	-	2
Outlook Migration Training Workshops	-	-	-	-	-	-	-	-	-	-	-	6	6
Outlook Webmail	-	-	-	-	-	1	-	-	-	-	-	-	1
PC BOOKING	-	-	-	-	-	17	-	-	-	1	-	1	19
Personal and Development Plan	-	-	-	-	-	-	-	1	1	-	2	3	7
Personal Development Plan	3	5	6	1	5	3	7	9	1	3	5	8	56
Personal Development Reviewers Workshop	-	-	-	-	-	-	-	-	-	-	4	-	4
PRINCE 2 - Practitioner	-	-	-	2	-	-	-	-	-	-	-	-	2
Prince 2 Foundation	-	-	-	-	-	-	9	-	-	1	-	-	10
Professional Leave	64	145	114	36	62	119	132	188	64	62	85	65	1,136
Project Management: Project Quality Mana	-	-	-	-	-	-	1	-	-	-	-	-	1
Protecting Vulnerable Adults Level 2	-	-	-	-	-	-	-	1	-	-	-	-	1
Protection of Vulnerable Adults - 1	-	-	-	-	-	-	-	9	-	9	-	-	18
Protection Of Vulnerable Adults Level 1	-	-	-	2	3	3	-	-	-	-	-	-	8
Protection Of Vulnerable Adults Level 1	20	33	45	16	37	28	36	30	16	38	16	9	324
Protection Of Vulnerable Adults-Level 2	-	-	-	-	1	-	-	-	-	-	-	-	1
Protection Of Vulnerable Adults-Level 2	16	19	23	11	12	18	17	17	12	13	7	9	174
PWA - Empower EPeople Training	-	-	-	-	3	4	-	-	-	-	-	-	7
PWA - Empower Intranet Managers Training	77	82	80	41	87	47	87	52	15	16	37	6	627
PWA Core Training Module	-	-	-	2	3	2	4	1	-	1	-	-	13
PWA Intranet	-	-	-	-	1	-	-	-	-	-	-	-	1
PWA Intranet Version Trainers Training	2	2	-	-	-	-	-	-	-	-	-	-	4
Quality Management: The Quality Management	-	-	1	-	2	-	-	-	-	-	-	-	3
Race Equality Training	-	3	-	-	-	2	-	2	-	-	-	-	7
Rapid Impact Assessment Training	-	-	-	-	-	-	-	-	-	10	17	10	37
Recruitment and Selection	-	-	-	-	-	-	-	-	1	-	3	-	4
Risk Management	-	-	-	-	-	1	-	1	-	2	-	-	4
SCI Store Results	-	-	-	-	-	-	25	-	-	-	-	-	25
Staff Governance Update Programme 07	-	-	-	-	-	-	-	77	103	-	-	-	180
Study & Writing Skills Workshop	-	-	11	-	-	16	-	-	12	-	-	4	43
Study Leave	3	17	6	-	-	-	8	26	9	5	15	7	96
Teaching ISC	-	-	-	-	-	-	-	5	-	-	-	-	5
Team Conflict: Overcoming Conflict with	-	-	2	-	-	-	-	-	-	-	-	-	2
Telephone Skills: Handling Difficult Cal	-	-	-	-	-	-	3	1	-	-	-	1	5
Telephone Skills: Handling Difficult Calls	-	1	2	2	-	-	-	-	-	-	-	-	5
Telephone Skills: Professionalism Throug	-	-	-	-	-	-	1	-	-	-	-	-	1
Telephone Skills: Professionalism Throughout	-	1	-	-	-	-	-	-	-	-	-	-	1
Time Management - Overcoming Challenges	-	-	-	-	-	1	-	-	-	-	-	-	1
Train the Trainer	-	-	-	-	-	-	2	-	-	-	-	-	2
UK - Advanced Interpersonal Comm.: Commu	-	-	-	-	1	-	1	1	-	-	-	-	3
UK - Communicating with Difficult People	-	-	-	-	-	-	2	-	-	1	-	-	3
UK - Conducting Meetings: Effective Meet	1	-	-	-	-	-	-	-	-	-	-	-	1
UK - Conducting Meetings: The Meeting Pr	-	-	-	1	-	-	-	-	-	-	1	-	2
UK - Correcting Performance Problems: Ad	1	-	-	-	-	-	-	-	-	-	-	-	1
UK - Correcting Performance Problems: Id	-	-	-	-	-	-	-	-	-	-	-	1	1
UK - Effective Presentations: Essentials	-	-	-	-	-	-	-	1	-	-	-	-	1

Human Resources	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
UK - Effective Presentations: Planning a	-	-	-	1	-	-	1	-	-	-	-	-	2
UK - Effective Presentations: The Presen	-	-	-	-	-	-	1	-	-	-	-	-	1
UK - Employee Performance: Providing Fee	1	-	-	-	-	-	-	-	-	-	1	-	2
UK - Employee Performance: Resolving Con	1	-	-	1	-	-	2	1	-	-	-	-	5
UK - Facilitation: The Effective Facilit	1	-	-	-	-	-	-	-	-	-	-	-	1
UK - Interpersonal Communication: Effect	-	-	-	1	-	-	-	1	-	-	-	-	2
UK - Interviewing Skills: Conducting an	-	-	-	1	-	-	-	-	-	-	1	1	3
UK - Managing Performance: Overcoming Pe	1	-	-	-	-	-	-	-	-	-	-	-	1
UK - Project Management: Risk, Health an	-	-	1	-	-	-	1	-	-	-	-	-	2
UK - Stress Management: Fundamentals for	-	1	-	-	-	-	-	1	-	-	-	-	2
UK - Team Conflict: Overcoming Conflict	-	-	-	-	1	-	-	-	-	-	-	-	1
UK - Team Leadership: Developing a High-	-	-	-	-	-	-	-	-	-	-	-	1	1
UK - Time Management: Developing a Time	1	-	1	-	1	-	4	1	-	1	-	-	9
UK - Time Management: Overcoming Time Ma	-	-	-	-	-	-	8	5	-	4	1	1	19
UK - Time Management: Overcoming Time Management	1	1	6	5	4	1	-	-	-	-	-	-	18
UK - Time Management: Planning Your Day	2	8	9	6	6	4	12	4	-	2	1	-	54
V & A Module 1 Physiotherapy Liberton	-	-	-	-	-	-	-	-	-	19	-	-	19
V & A Module 2 (a)Physiotherapy Liberton	-	-	-	-	-	-	-	-	-	10	10	-	20
V&A Clinical Skills Tailored Theory	-	-	-	-	-	-	-	-	-	9	-	-	9
Violence & Agg - Assertiveness Course	-	-	-	-	-	-	-	-	-	10	11	9	30
Violence & Agg Tactical Decision Making	-	-	-	-	-	-	-	-	-	3	-	5	8
Violence & Aggress Ref Orchard Clinic	-	-	-	-	-	-	-	1	-	1	1	-	3
Violence & Aggression	4	23	3	1	7	3	3	4	-	1	1	-	50
Violence & Aggression 2 Day	-	-	-	3	6	-	2	-	-	-	-	4	15
Violence & Aggression Kids Course	-	-	3	9	10	11	-	1	-	11	-	-	20
Violence & Aggression Module 1	111	119	69	89	140	79	78	64	61	31	29	66	936
Violence & Aggression Module 2 Breakaway	85	64	33	48	99	31	29	34	45	19	35	36	558
Violence & Aggression Module 3	24	32	5	23	19	11	14	10	15	5	19	22	199
Violence & Aggression Orch Clin Only	-	-	-	-	-	1	-	-	-	-	1	-	2
Violence & Aggression Refresher	98	51	44	34	16	1	13	19	4	6	14	19	319
Violence & Aggression Theory AM	-	-	2	-	-	-	-	-	-	1	-	1	4
Violence And Aggression	3	2	1	-	1	4	2	1	1	-	-	-	15
Violence And Aggression Breakaway	-	2	-	-	-	-	1	-	-	-	-	-	3
Violence And Aggression Control And Rest	-	-	-	-	-	-	-	-	-	-	2	-	2
Violence And Aggression PM	-	-	-	-	1	-	-	-	-	-	-	-	1
When the News isn't Good	1	-	-	-	-	-	-	-	-	-	-	-	1
Workforce Planning Master Class	-	-	-	-	1	-	1	-	-	-	-	-	2
HR Total	656	772	587	550	924	759	924	889	575	495	483	485	8,099

Induction	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Induction Basic Life Support	-	-	24	29	52	52	72	-	-	-	-	-	229
Induction for Reg. Nurses	1	-	-	-	-	1	-	-	-	-	-	-	2
Induction St John's Hospital	-	-	-	-	-	-	-	-	1	-	-	-	1
Induction St. John's Hospital	29	37	29	50	59	43	71	43	29	51	43	22	506
Induction Western General Hospital	56	33	63	176	119	159	163	136	86	79	76	68	1,214
Mandatory Fire Update	-	-	-	-	1	-	-	6	1	-	-	1	9
Net G Induction	-	-	-	-	-	2	9	2	1	-	-	-	14
NPH Induction REH	-	-	-	8	12	17	10	12	6	-	17	8	90
PH Induction REH	-	-	11	28	30	27	42	42	24	19	25	9	257
Professional Induction Day (Reprohealth)	-	-	-	-	-	1	-	-	-	7	-	-	8
Induction Total	86	70	127	291	273	302	367	241	148	156	161	108	2,330

Management	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Immediate Life Support For Primary Care	-	-	-	-	-	-	-	15	8	-	-	-	23
Intro Cert In 1st Line Management -Intro	7	-	-	-	2	1	-	-	1	-	-	-	11
Intro Cert In 1st Line Management -Mod 1	7	-	-	-	-	-	-	-	-	-	-	-	7
Intro Cert In 1st Line Management -Mod 2	-	7	-	-	-	-	9	-	-	-	-	-	16
Intro Cert In 1st Line Management -Mod 3	-	7	-	-	-	-	18	-	-	-	-	-	25
Intro Cert In 1st Line Management -Mod 4	-	-	7	-	-	-	16	-	-	-	-	-	23
Intro Cert In 1st Line Management -Pres	1	-	-	6	-	-	-	7	8	-	-	-	22
ITM-Mod 1 Management Skills & Competency	-	-	-	-	4	27	9	20	5	-	-	-	65
ITM-Mod 2 Performance Mgmt & Review	-	-	-	1	8	1	18	7	9	-	-	-	44
ITM-Mod 3 Recruitment & Selection	-	-	-	1	7	3	8	-	1	-	-	-	20
Leading Into The Future - Induction	-	-	-	-	-	-	-	-	12	-	-	-	12
Leading Into The Future	-	-	-	-	-	-	-	-	-	-	9	36	45
ILM Award 1st Line Management Unit 1	-	-	-	-	-	-	-	-	-	-	-	8	8
Management Total	15	14	7	8	21	32	78	49	44	-	9	44	321

Manual Handling	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Mandatory Manual Handling	-	-	-	-	-	-	2	2	-	-	-	-	4
.5 day Induction NPH Staff	-	22	62	-	-	-	-	1	-	-	-	-	85
.5 day Onsite Refresher NPH Staff	-	-	-	-	1	-	2	-	-	-	-	-	3
0.5 Day Course For Non Patient Handlers	14	15	6	-	-	1	-	-	-	-	-	-	36
0.5 Day For A&C Staff	7	7	-	-	8	1	-	-	-	-	-	-	23
0.5 Day Update Theatres & ITU	1	-	-	-	-	-	1	-	-	-	-	-	2
½ Day Onsite Ref. for Patient Handlers	-	-	20	-	1	-	-	-	-	-	-	-	21
1 Day Patient Handling Induction	3	18	-	-	-	-	-	-	-	-	-	-	21
1 Day PH Induction	20	34	44	65	79	60	74	64	44	74	43	29	630
BCS Equal Skills	-	-	-	-	-	-	-	1	-	-	-	-	1
Mandatory	4	-	3	-	-	-	2	2	-	-	4	7	22
Mandatory Manual Handling	15	20	14	-	-	-	-	-	-	-	-	-	49
Mandatory Manual Handling	-	-	-	6	6	15	21	4	11	6	5	15	89
Manual Han Non-Pat On-Site Phone To Book	-	-	-	-	-	-	17	18	10	7	-	-	52
Manual Handling COE	16	13	20	20	47	11	18	10	8	-	-	-	163
Manual Handling DN/Rehab	13	19	14	32	5	16	18	11	15	-	-	4	147
Manual Handling Group 1s	12	6	9	6	8	8	19	-	-	-	-	-	60
Manual Handling HV/Grp 2s	17	-	8	7	8	10	25	-	-	-	-	-	75
Manual Handling Learning Disabilities	-	4	-	11	-	7	-	1	-	-	-	-	23
Manual Handling Link Trainers Course	-	-	-	10	8	4	18	7	-	-	-	-	47
Manual Handling Mental Health	7	6	8	9	9	13	4	4	13	-	3	-	76
Manual Handling OS	-	-	9	-	-	-	-	7	-	-	11	4	31
Manual Handling Paediatric Pat/handlers	-	-	-	1	2	5	5	-	2	-	-	-	15
Manual Handling Red Pants	-	1	-	-	-	-	-	-	-	-	-	-	1
Manual Handling Ref ICU Patient Handlers	-	20	10	4	11	8	22	16	27	11	12	15	156
Manual Handling Ref Min Patient Handlers	-	24	-	3	3	-	-	18	4	9	2	17	80
Manual Handling Ref Non Patient Handlers	10	8	10	22	24	14	23	19	7	22	25	22	206
Manual Handling Ref Office Staff	-	-	-	15	5	9	6	45	12	7	13	16	128
Manual Handling Ref Paed Min P Handlers	-	20	-	-	-	-	-	-	-	-	-	-	20
Manual Handling Ref Patient Handlers	6	16	51	47	50	62	60	67	34	56	68	73	590
Manual Handling Ref Patient Handlers COE	-	-	-	4	10	15	7	2	5	-	3	5	51
Manual Handling Ref Physio And OT	-	20	8	6	5	5	14	-	8	22	10	11	109
Manual Handling Ref Theatre Patient Hand	-	-	10	-	5	4	-	-	10	-	18	-	47
Manual Handling-1/2Day Refresher - PH	11	30	21	-	1	1	-	-	1	-	1	6	72
MH& Looked after Accommodated Children	-	-	-	-	-	-	1	-	-	-	-	-	1
Mh-Non Patient Handling Induction	-	-	-	34	22	38	35	35	23	24	30	19	260
Minimal Patient Handling Update	4	-	-	-	-	-	-	-	-	-	-	-	4
Moving & Handling	-	-	-	1	-	2	3	-	1	-	3	3	13
NHS010 - Manual Handling: Workstation Se	2	-	-	-	-	-	1	1	-	-	-	-	4
NHS011 - Manual Handling: Legislation Fo	2	-	-	-	-	-	1	1	-	-	-	-	4
NHS013 - Manual Handling: Ergonomics For	2	-	-	-	1	-	1	1	-	-	-	-	5
NHS014 - Manual Handling: Ergonomics For	1	-	-	-	-	-	-	-	-	-	-	-	1
NHS015 - Manual Handling: Anatomy	2	-	-	-	1	-	1	1	-	-	-	-	5
NHS016 - Manual Handling: Mechanics of I	2	-	-	-	1	-	1	1	-	-	-	-	5
NHS017 - Manual Handling: Efficient Move	2	-	-	-	1	-	1	1	-	-	-	-	5
Patient Handling Update For RHSC Staff	-	-	1	-	-	-	-	-	-	-	-	-	1
Manual Handling Ref Community Pat. Hand	-	-	-	-	-	-	-	-	-	1	-	-	1
Manual Handling Ref Midwives & Baby Hand	-	-	-	-	-	-	-	-	-	-	-	13	13
Mandatory Update Programme	-	-	-	-	-	-	-	-	-	-	-	11	11
Manual Handling Total	173	303	328	303	322	320	384	340	235	239	251	270	3,468

Other	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
BCS Equal Skills	-	-	-	-	-	-	3	-	-	-	-	-	3
Estates Garden Equipment	-	-	-	-	-	-	-	2	-	-	-	-	2
Gemini PC1 and PCII	15	-	2	-	-	12	1	4	8	14	6	4	66
GR 3300	2	-	-	-	-	-	-	-	-	-	-	-	2
Group work skills	-	-	-	1	-	-	-	-	-	-	-	-	1
ILS	-	1	-	-	-	-	-	-	-	-	-	-	1
Listening Skills: The Fundamentals of Li	-	-	-	-	1	-	-	-	-	-	-	-	1
MIDAS	-	-	-	-	-	-	-	4	2	-	-	-	6
MIDAS Training	-	-	-	-	-	-	-	6	3	2	-	4	15
Miscellaneous	-	-	-	-	1	-	1	2	-	-	-	-	4
No Description Given	-	-	-	4	2	-	-	-	-	-	-	-	6
Onsite Training	-	-	26	17	24	-	-	9	6	-	7	11	100
Onsite Update	4	-	2	-	-	12	9	-	-	-	7	9	43
Other Type Of Course	3	7	6	3	-	4	1	1	9	-	-	1	35
Outside Agency	-	-	-	-	-	1	-	-	-	-	-	-	1
P1000	-	-	-	-	-	-	-	1	-	-	-	-	1
PC BOOKING	-	-	-	-	-	-	-	-	-	3	-	-	3
PCA	1	-	-	-	-	14	7	4	-	12	-	-	38
Respiratory Meeting	-	-	-	-	-	-	-	1	-	-	-	-	1
Self assessment questionnaire amd SDMU	-	-	-	13	2	-	-	-	-	-	-	-	15
SHARE training	-	-	-	1	-	-	-	-	-	-	-	-	1
Signature	11	1	5	-	-	19	14	12	14	14	17	9	116
Specialist Parenting Course	-	-	1	-	-	-	-	-	-	-	-	-	1
Support Clients	-	-	-	-	-	-	-	-	1	1	-	-	2
Undefined	-	-	-	3	2	1	-	-	-	-	-	-	6
Working With People With Alcohol Problem	-	-	-	-	-	-	-	-	2	-	-	-	2
Other Total	36	9	42	42	32	63	36	46	45	46	37	38	472

Trak	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Grand Total
Trak Admissions, Discharges and Transfer	5	1	8	6	2	-	11	8	-	8	8	4	61
Trak For ADT Key Users	-	12	-	-	-	-	-	-	-	-	-	-	12
Trak For ADT Users On-Line	-	-	4	-	-	-	1	11	4	3	3	1	27
Trak For Clinical Notes	-	7	-	-	-	-	-	-	-	-	-	-	7
Trak For Emergency Dept Clinical Users	-	27	-	-	-	-	-	-	-	-	20	-	47
Trak For Emergency Dept Admin Users	-	23	-	-	-	-	-	-	-	-	21	-	44
Trak For General Enquiries	235	116	66	31	28	16	40	34	36	275	143	52	1,072
Trak For Health Records	27	7	-	3	-	-	-	-	-	-	23	-	60
Trak For Health Records Coding	2	-	-	-	-	-	-	-	-	-	8	-	10
Trak For Inpatient Waiting List Managers	7	1	2	3	3	6	-	4	2	3	33	4	68
Trak For Medical Secretaries	5	43	3	5	4	1	8	4	-	5	89	2	169
Trak For Outpatient Admin(A)	20	24	-	-	6	7	9	5	1	26	51	9	158
Trak For Outpatient Admin(B)	20	17	-	-	11	5	11	4	-	6	27	5	106
Trak For Patient Search	16	41	-	8	1	2	-	-	-	118	42	6	234
Trak For Ward Attenders	-	5	-	-	-	-	-	-	-	-	-	-	5
Trak Inpatient Key User Session	-	-	-	-	-	-	-	9	8	-	3	-	20
Trak Inpatients Ward ADT Session	123	107	24	134	281	127	36	23	-	51	2	28	936
Trak Inpatients Ward OCS Session	2	108	36	138	97	66	265	69	27	107	49	38	1,002
Trak IP WL Key User	-	5	-	-	-	-	-	-	-	-	-	-	5
Trak Outpatients Key User Session	-	10	-	-	-	-	1	-	-	-	-	-	11
TRAK Ward ADT & OCS Combined	-	-	-	-	-	-	-	-	-	135	97	47	279
Trak New Ways Refresher	-	-	-	-	-	-	-	-	-	-	2	-	2
Order Comms Key User	-	-	-	-	-	-	-	-	-	-	5	-	5
Trak Total	462	554	143	328	433	230	382	171	78	737	626	196	4,340

ERROR: invalidrestore
OFFENDING COMMAND: --restore--

STACK:

-savelevel-

18553

(`y)

(`y)

18552

(`x)

(`x)

18551

(`w)

(`w)

18550

(`v)

(`v)

18549

(`u)

(`u)

18548

(`t)

(`t)

18547

(`s)

(`s)

18546

(`r)

(`r)

18545

(`q)

(`q)

18544

(`p)

(`p)

18543

(`o)

(`o)

18542

(`n)

(`n)

18541

(`m)

(`m)

18540

(`l)

(`l)

18539

(`k)

(`k)

18538

(`j)

(`j)

18537

(`i)

(`i)

18536

(`h)

(`h)

18535

(`g)

(`g)

18534

(`f)

(`f)

18533

(`e)

(`e)

18532

(`d)

(`d)

18531