







Trust Board Report

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| Meeting Date: | 30 March 2015 |
| Title: | Briefing on Current Status of Recruitment, Attraction and Retention |
| Executive Summary: | This report provides the monthly update on Nursing and Medical Recruitment. |
| Action Requested: | The Board is asked to note the report. |
| Report of: | Director of HR |
| Author: Contact Details: | Daniela Locke, Head of Workforce d.locke@nhs.net joanne.broome@nhs.net derek.thomas@nhs.net |
| Resource Implications: | - |
| Public or Private: (with reasons if private) | Public |
| References: (eg from/to other committees) | - |
| Appendices/ References/ Background Reading | - |
| NHS Constitution: (How it impacts on any decision-making) | In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <ul style="list-style-type: none">  Equality of treatment and access to services  High standards of excellence and professionalism  Service user preferences  Cross community working  Best Value  Accountability through local influence and scrutiny |

1. Nurse Recruitment and Resourcing Update

1.1 Vacancies advertised

The table below shows the number of vacancies, by staff group, that have been advertised on NHS Jobs over 12 months (March '14 to February '15):

| Staff Group | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 | Feb 15 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Additional Clinical Services | 12 | 8 | 13 | 16 | 8 | 10 | 24 | 13 | 9 | 11 | 10 | 15 |
| Additional Professional Scientific & Technical | 4 | 1 | 3 | 5 | 3 | 3 | 6 | 5 | 2 | 3 | 1 | 6 |
| Administrative & Clerical | 18 | 26 | 30 | 35 | 38 | 29 | 25 | 28 | 18 | 20 | 20 | 20 |
| Allied Health Professionals | 9 | 13 | 9 | 5 | 10 | 2 | 6 | 9 | 5 | 5 | 9 | 10 |
| Estates & Ancillary | 4 | 0 | 2 | 3 | 1 | 2 | 4 | 4 | 3 | 9 | 3 | 8 |
| Healthcare Scientists | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 | 0 | 2 | 1 |
| Medical & Dental | 19 | 11 | 13 | 22 | 14 | 15 | 15 | 16 | 11 | 6 | 9 | 12 |
| Nursing & Midwifery Registered | 35 | 32 | 28 | 32 | 28 | 15 | 32 | 25 | 24 | 29 | 32 | 27 |
| Students | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

In total 1140 jobs were advertised via NHS Jobs over the last 12 months.

2. Nursing Vacancy Position (as at 27th February 2015)

(NB any minus figure indicates an over-establishment)

| | Vacancies - Open + Advertised | | | | |
|------------------|-------------------------------|-------------------|--------------------|--------|-----------------------------|
| | Qualified Nurses | Unqualified / HCA | Total - Qual + HCA | Others | Total - Qual + HCA + Others |
| Div-1 | 24.97 | -0.81 | 24.16 | -0.20 | 23.96 |
| Div-2 | 36.79 | -0.27 | 36.52 | 7.07 | 43.59 |
| Midwives | -1.26 | -5.22 | -6.48 | 0.54 | -5.94 |
| Community | 12.31 | 6.34 | 18.65 | -0.09 | 18.56 |
| Totals | 72.81 | 0.04 | 72.85 | 7.32 | 80.17 |

| Filled Vacancies - Pending Starters Not Yet In Post | | | | | |
|--|-------------------------|--------------------------|---------------------------|---------------|------------------------------------|
| | Qualified Nurses | Unqualified / HCA | Total - Qual + HCA | Others | Total - Qual + HCA + Others |
| Div-1 | 13.00 | 11.81 | 24.81 | 1.68 | 26.49 |
| Div-2 | 18.01 | 6.77 | 24.78 | 1.60 | 26.38 |
| Midwives | 0.00 | 1.00 | 1.00 | 0.00 | 1.00 |
| Community | 2.00 | 7.33 | 9.33 | 0.00 | 9.33 |
| Totals | 33.01 | 26.91 | 59.92 | 3.28 | 63.20 |

| Total - All Unfilled Posts (Open Vacancies + Pending Starters) | | | | | |
|---|-------------------------|--------------------------|---------------------------|---------------|------------------------------------|
| | Qualified Nurses | Unqualified / HCA | Total - Qual + HCA | Others | Total - Qual + HCA + Others |
| Div-1 | 37.97 | 11.00 | 48.97 | 1.48 | 50.45 |
| Div-2 | 54.80 | 6.50 | 61.30 | 8.67 | 69.97 |
| Midwives | -1.26 | -4.22 | -5.48 | 0.54 | -4.94 |
| Community | 14.31 | 13.67 | 27.98 | -0.09 | 27.89 |
| Totals | 105.82 | 26.95 | 132.77 | 10.60 | 143.37 |

2.1 There are currently 72.81wte qualified nursing vacancies (previous month 87.74wte). The reduction in month of 15.23wte was vacancies filled in the following areas: 3.91wte in Division 1, 4.80wte in Division 2 and 6.52wte in Community Services.

2.2 During February 2015 there were 17 qualified nurse starters, totalling 525 qualified nurses joining the Trust since January 2014.

3. Overseas (European) Nurse Recruitment

3.1 Cohort 4 nurses joined the wards on a full-time basis from 16th February 2015. Out of the cohort of 35 European Nurses, 20 will be requested to take part in a research case study being conducted by the University of Wolverhampton – Faculty of Health Education & Wellbeing. This study will look into the first year settlement experiences of EU migrant nurses working in one NHS Trust. The Case study is called ‘Home from Home?’

3.2 NMC Registration status

- June Cohort - 2 nurses are awaiting PIN numbers (1 official complaint raised against NMC due to them losing the paperwork twice – this complaint has now been escalated to level 3 - 1 nurse currently suspended and not corresponding with NMC).
- July Cohort – all are registered.
- September Cohort - one nurse awaiting PIN number.
- January 2015 Cohort - 10 nurses are already registered and a further 9 at ‘Admitted’ stage, i.e. close to receiving their PIN numbers.

4. Local Recruitment

Plans for the Nurse Recruitment Open day on 25th April 2015 are well under way. The event will be run from the Wolverhampton Medical Institute (WMI). Advertisements are being prepared in readiness to publicise the event via regional radio, newspapers and through Social Media. At the same time the vacancies will be live on NHS Jobs. There will be information stands manned by staff from the recruiting areas to enable interested and potential candidates to ask questions specific to those areas. In addition, tours of the hospital will be run to and information packs issued to attendees.

There will be the opportunity for individuals to take a numeracy test on the day; this is in effect a filtering process of applicants. Computer facilities will also be made available on the day for anyone wishing to go ahead and submit their applications on NHS Jobs for any of the positions.

We will also be collating contact information from all attendees which can be used to monitor the level of interest versus actual applications and then the number of applicants shortlisted to take through to interview and then appointment. We will also consider the information to recruit further resources to our temporary staffing bank.

We are looking at running such events twice a year in order to maximise various avenues of recruitment. In addition a refer a friend scheme, engaging existing staff in becoming recruitment ambassadors, focusing in particular on recruiting to specialty areas, is being devised and will also be publicised in the lead up to the Nurse Recruitment Open Day.

5. Promoting Health Careers

The recruitment team represented the Trust at a Careers and Enterprise Fair on the 26th February 2015 which was held at the Student Union, Wolverhampton University. The footfall at the event was predominantly Allied Health Professions students with few Nursing Students attending. A further event is planned for 7th May 2015 at the Walsall Campus; the main focus of this Recruitment Event will be 3rd Year nursing students from the University of Wolverhampton.

6. Health Education West Midlands (HEWM) Pilot - EURES Programme

The second regional international recruitment event, run jointly with HEWM, took place in Lisbon on the 13th March 2015. The initial caliber of candidates shortlisted was high but the number of applicants was disappointingly low. Discussions have taken place with EURES in relation to the advertisement timeline being too short prior to the event. Five out of the originally planned ten Trusts took part in this month's recruitment exercise. Only two candidates were appointable; these nurses have a number of years of experience in surgical specialties and both have been offered posts here at RWT. A further overseas event is being planned for early summer; the appropriate timing taking into account local European holidays is being reviewed.

7. Nurse Bank/Agency Requests and Fill Rates

7.1 The data in the tables below shows the number of shifts (duties) requested over the last 14 months (January 2014 to February 2015) and demonstrates a steady increase in requests since summer 2014. During February 2015, there were 4,553 shifts requested (an increase of 77 requests from the previous month) but

an increase of 780 for the same period last year. The internal bank fill rate dropped in February to 81.31% (January's fill rate was 85.95%).

| Total Bank Nurse Fill | | Filled Hours | | | | Overall Fill Rate | Unfilled | |
|-----------------------|-----------------------|--------------|-------------------------|----|--------|-------------------|----------|--|
| Duties Requested | Bank Filled Duties | % | Agency Filled Duties | % | Duties | | % | |
| Trust | | | | | | | | |
| January | 3597 | 3262 | 90.69% | 0 | 0.00% | 335 | 9.31% | |
| February | 3773 | 3568 | 94.57% | 0 | 0.00% | 205 | 5.43% | |
| March | 4360 | 3934 | 90.23% | 0 | 0.00% | 426 | 9.77% | |
| April | 3349 | 3080 | 91.97% | 0 | 0.00% | 269 | 8.03% | |
| May | 3537 | 3208 | 90.70% | 0 | 0.00% | 329 | 9.30% | |
| June | 3937 | 3359 | 85.32% | 0 | 0.00% | 578 | 14.68% | |
| July | 4561 | 3775 | 82.77% | 0 | 0.00% | 786 | 17.23% | |
| August | 5162 | 4245 | 82.24% | 0 | 0.00% | 917 | 17.76% | |
| September | 4474 | 3807 | 85.09% | 0 | 0.00% | 667 | 14.91% | |
| October | 4822 | 4120 | 85.44% | 5 | 0.10% | 697 | 14.45% | |
| November | 4594 | 3917 | 85.26% | 3 | 0.07% | 674 | 14.67% | |
| December | 4287 | 3448 | 80.43% | 5 | 12.00% | 834 | 19.45% | |
| January | 4476 | 3847 | 85.95% | 8 | 18.00% | 621 | 13.87% | |
| February | 4553 | 3702 | 81.31% | 47 | 1.03% | 804 | 17.66% | |
| Qualified | | | | | | | | |
| January | 1272 | 1085 | 85.30% | 0 | 0.00% | 187 | 14.70% | |
| February | 1293 | 1168 | 90.33% | 0 | 0.00% | 125 | 9.67% | |
| March | 1670 | 1430 | 85.63% | 0 | 0.00% | 240 | 14.37% | |
| April | 1152 | 1003 | 87.07% | 0 | 0.00% | 149 | 12.93% | |
| May | 1316 | 1086 | 82.52% | 0 | 0.00% | 230 | 17.48% | |
| June | 1439 | 1100 | 76.44% | 0 | 0.00% | 339 | 23.56% | |
| July | 1752 | 1282 | 73.17% | 0 | 0.00% | 470 | 26.83% | |
| August | 1929 | 1406 | 72.89% | 0 | 0.00% | 523 | 27.11% | |
| September | 1680 | 1308 | 77.86% | 0 | 0.00% | 372 | 22.14% | |
| October | 1879 | 1539 | 81.91% | 0 | 0.00% | 340 | 18.09% | |
| November | 1921 | 1541 | 80.22% | 1 | 0.05% | 379 | 19.73% | |
| December | 2167 | 1663 | 76.74% | 0 | 0.00% | 504 | 23.26% | |
| January | 2131 | 1754 | 82.31% | 0 | 0.00% | 377 | 17.69% | |
| February | 2292 | 1826 | 79.66% | 0 | 0.00% | 466 | 20.33% | |
| Unqualified | | | | | | | | |
| January | 2324 | 2117 | 93.63% | 0 | 0.00% | 148 | 6.37% | |
| February | 2480 | 2400 | 96.77% | 0 | 0.00% | 80 | 3.23% | |
| March | 2690 | 2504 | 96.09% | 0 | 0.00% | 186 | 6.91% | |
| April | 2197 | 2077 | 94.54% | 0 | 0.00% | 120 | 5.46% | |
| May | 2221 | 2122 | 95.44% | 0 | 0.00% | 99 | 4.46% | |
| June | 2498 | 2259 | 95.54% | 0 | 0.00% | 239 | 9.57% | |
| July | 2809 | 2493 | 90.43% | 0 | 0.00% | 316 | 11.25% | |
| August | 3233 | 2839 | 88.75% | 0 | 0.00% | 394 | 12.19% | |
| September | 2794 | 2499 | 87.81% | 0 | 0.00% | 295 | 10.56% | |
| October | 2943 | 2581 | 87.70% | 5 | 0.17% | 357 | 12.13% | |
| November | 2673 | 2376 | 88.89% | 2 | 0.07% | 295 | 11.04% | |
| December | 2120 | 1785 | 84.20% | 5 | 0.23% | 330 | 15.57% | |
| January | 2345 | 2093 | 89.25% | 8 | 0.34% | 244 | 10.41% | |
| February | 2261 | 1876 | 82.97% | 47 | 2.08% | 338 | 14.95% | |

The agency filled shifts for February are all in relation to one patient on the Cardiology Ward who was admitted on the 2nd February and required 24 hours 1-2-1 MAPA care. The patient was discharged on the 3rd March 2015.

7.2 We have recruited an additional 6 temporary staff onto our internal Bank in the last month (totalling 87 over the last 14 months).

7.3 In the last few days, a further 13 HCAs have been recruited to the temporary staffing bank; these posts are specifically for to cover staffing gaps at West Park Hospital and thereby reducing the need for external agency staff.

8. Medical Workforce Summary – March 2015

8.1 The tables below provide a high level overview of establishment vs. vacancies across the Trust:

| Division 1 | | | | |
|---------------------|---------------|-----------|---------------|----------------|
| Grade | Establishment | Vacancies | % | Previous Month |
| Consultant | 190 | 12 | 6.32% | 8.46% |
| SAS Grades | 49 | 6 | 12.24% | 12.77% |
| Training Grades | 141 | 11 | 7.80% | 8.39% |
| Non-Training Grades | 57 | 16 | 28.07% | 17.54% |
| Totals | 437 | 45 | 10.30% | 10.09% |

| Division 2 | | | | |
|---------------------|---------------|-------------|--------------|----------------|
| Grade | Establishment | Vacancies | % | Previous Month |
| Consultant | 131.2 | 11.6 | 8.84% | 9.05% |
| SAS Grades | 24.7 | 4 | 16.19% | 16.19% |
| Training Grades | 174 | 12 | 6.90% | 6.29% |
| Non-Training Grades | 19 | 4 | 21.05% | 40% |
| Totals | 348.9 | 31.6 | 9.06% | 9.95% |

(Figures as at 10th March 2015)

8.2 **Division 1** – although there is a slight increase in the overall vacancy rate there is a large spike in relation to non-training grades, which is due to a number of T&O Senior Fellows and Junior Trust Grades leaving the Trust for posts elsewhere.

8.3 **Division 2** – again the overall vacancy rate remains relatively constant; however we see the opposite in relation to non-training grades, where the vacancy rate has essentially been halved.

9. Medical Recruitment Update

9.1 **Consultants** – recruitment continues in the following specialties:

- Breast Surgery – 1 wte
- Urology – 1 wte
- Respiratory – 1 wte
- T&O – 1 wte
- Cellular Pathology – 2 wte
- Clinical Oncology – 1 wte
- Anaesthetics (ICM) – 2 wte
- Chemical Pathology – 1 wte
- Cardiology – 1 wte
- Cardiothoracic Surgery – 1 wte

9.2 **SAS Grades** – recruitment in Anaesthetics to staff the required rota at Cannock Chase Hospital (CCH) continues, with gaps mitigated by temporary locum cover. The vacancy rate across both Divisions is not unduly high, seeing the vacancy figure remain constant but it should be noted all the vacancies at this level in Division 1 are actually held by Anaesthetics, which is purely due to the establishment of additional posts. Of the 6 vacant posts, we have appointed to 2, one of which requires a restricted Tier 2 Work Permit.

- 9.3 **Training Grades** – we continue to have a relatively healthy fill rate across all grades and specialties and are recruiting to fill gaps as required. We are gearing up to start receiving information from HEWM on posts filled for the August changeover.
- 9.4 **Non-Training Grades** – there is concern that we are unable to recruit sufficient numbers in T&O at both Senior Fellow and Junior Trust Grade level. Discussions will be held with the department to ascertain how we make these posts more attractive and suitable options are being considered.

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