

## Trust Board Report

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| <b>Meeting Date:</b>   | 23 <sup>rd</sup> February 2015  |
| <b>Title:</b>  | Briefing on Current Status of Recruitment, Attraction and Retention   |
| <b>Executive Summary:</b>  | Update on the Current Status of Recruitment, Attraction and Retention   |
| <b>Action Requested:</b>   | The Board is asked to note the report.  |
| <b>Report of:</b>  | Director of HR  |
| <b>Author:<br/>Contact Details:</b>                                  | Daniela Locke, Head of Workforce<br><a href="mailto:d.locke@nhs.net">d.locke@nhs.net</a><br><a href="mailto:joanne.broome@nhs.net">joanne.broome@nhs.net</a><br><a href="mailto:derek.thomas@nhs.net">derek.thomas@nhs.net</a>  |
| <b>Resource Implications:</b>  | -   |
| <b>Public or Private:<br/>(with reasons if private)</b>              | Public  |
| <b>References:<br/>(eg from/to other committees)</b>                 | -   |
| <b>Appendices/<br/>References/<br/>Background Reading</b>            | -   |
| <b>NHS Constitution:<br/>(How it impacts on any decision-making)</b> | <p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> <li>✚ Equality of treatment and access to services</li> <li>✚ High standards of excellence and professionalism</li> <li>✚ Service user preferences</li> <li>✚ Cross community working</li> <li>✚ Best Value</li> <li>✚ Accountability through local influence and scrutiny</li> </ul> |

## 1. Nurse Recruitment and Resourcing

### 1.1 Number of all Vacancies advertised

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

| Staff Group                                    | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Additional Clinical Services                   | 12     | 12     | 8      | 13     | 16     | 8      | 10     | 24     | 13     | 9      | 11     | 10     |
| Additional Professional Scientific & Technical | 0      | 4      | 1      | 3      | 5      | 3      | 3      | 6      | 5      | 2      | 3      | 1      |
| Administrative & Clerical                      | 18     | 18     | 26     | 30     | 35     | 38     | 29     | 25     | 28     | 18     | 20     | 20     |
| Allied Health Professionals                    | 3      | 9      | 13     | 9      | 5      | 10     | 2      | 6      | 9      | 5      | 5      | 9      |
| Estates & Ancillary                            | 1      | 4      | 0      | 2      | 3      | 1      | 2      | 4      | 4      | 3      | 9      | 3      |
| Healthcare Scientists                          | 0      | 1      | 1      | 0      | 0      | 0      | 1      | 0      | 0      | 3      | 0      | 2      |
| Medical & Dental                               | 14     | 19     | 11     | 13     | 22     | 14     | 15     | 15     | 16     | 11     | 6      | 9      |
| Nursing & Midwifery Registered                 | 23     | 35     | 32     | 28     | 32     | 28     | 15     | 32     | 25     | 24     | 29     | 32     |
| Students                                       | 0      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| Total  | 71     | 102    | 92     | 99     | 118    | 102    | 77     | 112    | 100    | 75     | 83     | 86     |

In total 1,117 jobs were advertised via NHS Jobs over the last 12 months.

## 1.2 Nursing Vacancy Position (as at 31<sup>st</sup> January 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     | 28.49            | 12.999            | 41.489             | 0.04   | 41.529                      |
| Div-2     | 41.59            | 9.6               | 51.19              | 11.49  | 62.68                       |
| Midwives  | -1.17            | -4.01             | -5.18              | 0.54   | -4.64                       |
| Community | 18.83            | 9.87              | 28.7               | -1.77  | 26.93                       |
| Totals    | 87.74            | 28.459            | 116.199            | 10.3   | 126.499                     |

### Filled Vacancies - Pending Starters Not Yet In Post

|           | Qualified Nurses | Unqualified / HCA | Total - Qual + HCA | Others | Total - Qual + HCA + Others |
|-----------|------------------|-------------------|--------------------|--------|-----------------------------|
| Div-1     | 10.5             | 1                 | 11.5               | 0      | 11.5                        |
| Div-2     | 25.12            | 9.42              | 34.54              | 3      | 37.54                       |
| Midwives  | 0                | 0                 | 0                  | 0      | 0                           |
| Community | 6.16             | 6.63              | 12.79              | 0      | 12.79                       |
| Totals    | 41.78            | 17.05             | 58.83              | 3      | 61.83                       |

### Total - All Unfilled Posts (Open Vacancies + Pending Starters)

|           | Qualified Nurses | Unqualified / HCA | Total - Qual + HCA | Others | Total - Qual + HCA + Others |
|-----------|------------------|-------------------|--------------------|--------|-----------------------------|
| Div-1     | 38.99            | 13.999            | 52.989             | 0.04   | 53.029                      |
| Div-2     | 66.71            | 19.02             | 85.73              | 14.49  | 100.22                      |
| Midwives  | -1.17            | -4.01             | -5.18              | 0.54   | -4.64                       |
| Community | 24.99            | 16.5              | 41.49              | -1.77  | 39.72                       |
| Totals    | 129.52           | 45.509            | 175.029            | 13.3   | 188.329                     |

There are currently 87.74wte qualified nursing vacancies (including the previous 45.24wte as per the Nurse staffing blueprint). The increase in vacancies is due to service developments in Trauma & Orthopaedics, Theatres and General Surgery, as well as gaps due lesser than planned numbers of staff transferring from UHNM as part of the second stage activity transfer programme.

During January 2015, there were 54 qualified nurse starters totalling 498 qualified nurses joining the Trust since January 2014; plus 37 nurses who transferred from UHNM. In addition we have recruited an additional 11 temporary staff onto our internal Bank in the last month (totalling 81 over the last 13 months).

## 1.3 Overseas (European) Nurse Recruitment

The current retention rate for overseas (European) nurses is 96%. One nurse left within the first week of Cohort 4. Cohort 4 will join the wards on a full-time basis week commencing Monday 16<sup>th</sup> February across the following areas:

- 3 Medicine
- 1 Cardiology
- 1 Stroke

- 7 Paediatrics
- 8 Theatres
- 1 Emergency Department Paediatrics
- 6 Care of the Elderly – West Park
- 3 Care of the Elderly
- 5 Diabetes Ward

#### **1.4 NMC Registration status:**

- June Cohort - 2 nurses are awaiting PIN numbers (1 official complaint raised against NMC due to them losing the paperwork twice – 1 nurse currently suspended and not corresponding with NMC)
- July Cohort – all are registered
- September Cohort - one nurse awaiting PIN number
- January 2015 Cohort - 6 nurses are already registered and a further 6 at 'Admitted' stage, i.e. close to receiving their PIN numbers.

#### **1.5 Future Overseas Nurse Recruitment**

Planning discussions are currently taking place with the Deputy Chief Nurse, Heads of Nursing and Nurse Education in order to assess options, required numbers and agree overseas recruitment strategies including alternative or additional methods to travelling overseas.

#### **1.6 Local Recruitment**

A Recruitment day is being planned to take place in April; this has currently been agreed for specialties for T&O, Surgery and Theatres however we are looking to widen this to include opportunities across Medicine and Community. The event will be advertised through multimedia sources. We have agreed on April as we believe this is the right time of year to attract the right calibre of candidates.

#### **1.7 Health Education West Midlands (HEWM) Pilot - EURES Programme**

The next event is planned to take place during period 10<sup>th</sup> to 13<sup>th</sup> March 2015 in Lisbon. As before, we will be looking to recruit to vacancies across the 8 participating Trusts.

The Recruitment process for the first pilot completed and all successful candidates' pre-employment check handed over to HEWM and adjoining Trust on Thursday 26<sup>th</sup> February 2015.

## 1.8 Nurse Bank/Agency Requests and Fill Rates

The data below shows the number of shifts (duties) requested over the last 13 months (January 2014 to January 2015) and demonstrates a steady increase in requests since summer 2014. For January 2015, there were 4,476 shifts requested (an increase of 189 requests from the previous month) and the internal bank fill rate was 85.95%.

### Total Bank Nurse Fill Trust

|           | Duties Requested | Filled Hours |        |               |        | Overall Fill Rate | Unfilled |        |
|-----------|------------------|--------------|--------|---------------|--------|-------------------|----------|--------|
|           |                  | Bank Filled  |        | Agency Filled |        |                   | Duties   | %      |
|           |                  | Duties       | %      | Duties        | %      |                   |          |        |
| January   | 3597             | 3262         | 90.69% | 0             | 0.00%  | 90.7%             | 335      | 9.31%  |
| February  | 3773             | 3568         | 94.57% | 0             | 0.00%  | 94.6%             | 205      | 5.43%  |
| March     | 4360             | 3934         | 90.23% | 0             | 0.00%  | 90.2%             | 426      | 9.77%  |
| April     | 3349             | 3080         | 91.97% | 0             | 0.00%  | 92.0%             | 269      | 8.03%  |
| May       | 3537             | 3208         | 90.70% | 0             | 0.00%  | 90.7%             | 329      | 9.30%  |
| June      | 3937             | 3359         | 85.32% | 0             | 0.00%  | 85.3%             | 578      | 14.68% |
| July      | 4561             | 3775         | 82.77% | 0             | 0.00%  | 82.8%             | 786      | 17.23% |
| August    | 5162             | 4245         | 82.24% | 0             | 0.00%  | 82.2%             | 917      | 17.76% |
| September | 4474             | 3807         | 85.09% | 0             | 0.00%  | 85.1%             | 667      | 14.91% |
| October   | 4822             | 4120         | 85.44% | 5             | 0.10%  | 85.5%             | 697      | 14.45% |
| November  | 4594             | 3917         | 85.26% | 3             | 0.07%  | 85.3%             | 674      | 14.67% |
| December  | 4287             | 3448         | 80.43% | 5             | 12.00% | 80.6%             | 834      | 19.45% |
| January   | 4476             | 3847         | 85.95% | 8             | 18.00% | 86.1%             | 621      | 13.87% |

### Qualified

|           | Duties Requested | Filled Hours |        |               |       | Overall Fill Rate | Unfilled |        |
|-----------|------------------|--------------|--------|---------------|-------|-------------------|----------|--------|
|           |                  | Bank Filled  |        | Agency Filled |       |                   | Duties   | %      |
|           |                  | Duties       | %      | Duties        | %     |                   |          |        |
| January   | 1272             | 1085         | 85.30% | 0             | 0.00% | 85.3%             | 187      | 14.70% |
| February  | 1293             | 1168         | 90.33% | 0             | 0.00% | 90.3%             | 125      | 9.67%  |
| March     | 1670             | 1430         | 85.63% | 0             | 0.00% | 85.6%             | 240      | 14.37% |
| April     | 1152             | 1003         | 87.07% | 0             | 0.00% | 87.1%             | 149      | 12.93% |
| May       | 1316             | 1086         | 82.52% | 0             | 0.00% | 82.5%             | 230      | 17.48% |
| June      | 1439             | 1100         | 76.44% | 0             | 0.00% | 76.4%             | 339      | 23.56% |
| July      | 1752             | 1282         | 73.17% | 0             | 0.00% | 73.2%             | 470      | 26.83% |
| August    | 1929             | 1406         | 72.89% | 0             | 0.00% | 72.9%             | 523      | 27.11% |
| September | 1680             | 1308         | 77.86% | 0             | 0.00% | 77.9%             | 372      | 22.14% |
| October   | 1879             | 1539         | 81.91% | 0             | 0.00% | 81.9%             | 340      | 18.09% |
| November  | 1921             | 1541         | 80.22% | 1             | 0.05% | 80.3%             | 379      | 19.73% |
| December  | 2167             | 1663         | 76.74% | 0             | 0.00% | 76.7%             | 504      | 23.26% |
| January   | 2131             | 1754         | 82.31% | 0             | 0.00% | 82.3%             | 377      | 17.69% |

### Unqualified

|           | Duties Requested | Filled Hours |        |               |       | Overall Fill Rate | Unfilled |        |
|-----------|------------------|--------------|--------|---------------|-------|-------------------|----------|--------|
|           |                  | Bank Filled  |        | Agency Filled |       |                   | Duties   | %      |
|           |                  | Duties       | %      | Duties        | %     |                   |          |        |
| January   | 2324             | 2117         | 93.63% | 0             | 0.00% | 93.6%             | 148      | 6.37%  |
| February  | 2480             | 2400         | 96.77% | 0             | 0.00% | 96.8%             | 80       | 3.23%  |
| March     | 2690             | 2504         | 96.09% | 0             | 0.00% | 93.1%             | 186      | 6.91%  |
| April     | 2197             | 2077         | 94.54% | 0             | 0.00% | 94.5%             | 120      | 5.46%  |
| May       | 2221             | 2122         | 95.44% | 0             | 0.00% | 95.5%             | 99       | 4.46%  |
| June      | 2498             | 2259         | 95.54% | 0             | 0.00% | 90.4%             | 239      | 9.57%  |
| July      | 2809             | 2493         | 90.43% | 0             | 0.00% | 88.8%             | 316      | 11.25% |
| August    | 3233             | 2839         | 88.75% | 0             | 0.00% | 87.8%             | 394      | 12.19% |
| September | 2794             | 2499         | 87.81% | 0             | 0.00% | 89.4%             | 295      | 10.56% |
| October   | 2943             | 2581         | 87.70% | 5             | 0.17% | 87.9%             | 357      | 12.13% |
| November  | 2673             | 2376         | 88.89% | 2             | 0.07% | 89.0%             | 295      | 11.04% |
| December  | 2120             | 1785         | 84.20% | 5             | 0.23% | 84.4%             | 330      | 15.57% |
| January   | 2345             | 2093         | 89.25% | 8             | 0.34% | 89.6%             | 244      | 10.41% |

## 2. Medical Recruitment - Workforce Summary as at end January 2015

The tables below provide a high level overview of establishment vs. vacancies across the Trust. It reflects those posts transferred from UHNM (County Chase Hospital, Stafford) during January up to and including 9th February 2015:

| <b>Division 1</b>   |                      |                  |               |                       |
|---------------------|----------------------|------------------|---------------|-----------------------|
| <b>Grade</b>        | <b>Establishment</b> | <b>Vacancies</b> | <b>%</b>      | <b>Previous Month</b> |
| Consultant          | 189                  | 16               | 8.46%         | 8.69%                 |
| SAS Grades          | 47                   | 6                | 12.77%        | 17.02%                |
| Training Grades     | 143                  | 12               | 8.39%         | 5.04%                 |
| Non-Training Grades | 57                   | 10               | 17.54%        | 27%                   |
| <b>Totals</b>       | <b>436</b>           | <b>44</b>        | <b>10.09%</b> | <b>10.66%</b>         |

| <b>Division 2</b>   |                      |                  |              |                       |
|---------------------|----------------------|------------------|--------------|-----------------------|
| <b>Grade</b>        | <b>Establishment</b> | <b>Vacancies</b> | <b>%</b>     | <b>Previous Month</b> |
| Consultant          | 128.2                | 11.6             | 9.05%        | 11.21%                |
| SAS Grades          | 24.7                 | 4                | 16.19%       | 11.54%                |
| Training Grades     | 175                  | 11               | 6.29%        | 3.45%                 |
| Non-Training Grades | 20                   | 8                | 40%          | 31.58%                |
| <b>Totals</b>       | <b>347.9</b>         | <b>34.6</b>      | <b>9.95%</b> | <b>8.48%</b>          |

(Figures as at 9 Feb 15)

The increase in training grade vacancies is due to the recent regular changeover on 4th February 2015 where we are now holding a slightly increased number of vacancies as Health Education West Midlands (HEWM) have not provided a trainee to fill the gap.

### 2.1 Medical Recruitment Progress

Consultant recruitment is on-going 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

There are a number of other posts at various stages of the recruitment process where Medical Recruitment is awaiting further instruction from the departments concerned.

## **2.2 Medical Recruitment Hotspots**

Recruitment to hard-to-fill specialties, such as Emergency Medicine and Radiology, remains challenging and we are exploring all options, including targeted recruitment overseas; we would look to target countries / areas such as India, Pakistan, Middle East, Far East (to a certain extent) and possibly South Africa. It is not thought the USA, Australia or New Zealand would be viable as evidence proves the migration of medical staff is towards those countries, not back to the UK. There is also the possibility of recruitment from the EU; however, the standard of medical training is perceived to be lower than that of the UK but this should not be discounted. In this case we should look to employ staff at a lower level initially in order to gain experience and orientate themselves into the NHS and Trust.

**2.2.1 SAS Grades** – recruitment continues in Anaesthetics to staff the required rota at Cannock Chase Hospital (CCH) and we have appointed to 4 of the 8 posts required, with temporary locum cover currently in place.

**2.2.2 Training Grades** – we continue to recruit to those posts not filled by HEWM but also continue to have a relatively healthy fill rate across all grades and specialties. It should be noted that for the majority of gaps we can only recruit up to the August 2015 changeover; this in turn can be seen as unattractive to candidates due to the short-term nature of the post being offered.

**2.2.3 Non-Training Grades** – the vacancy rate for these grades tends to be high. This simply reflects that the majority of posts are fixed term; again this could be seen as unattractive, and incumbents are usually successful in gaining a training post having used these posts as a stepping stone to gain experience in their chosen field. The Trust relies on these posts to maintain service and rota compliance; it is therefore important to ensure we have a robust recruitment and retention strategy in place. A review will be undertaken of all posts across the Trust in order to develop this strategy.

## **3. Promoting Health Careers**

The recruitment team are representing the Trust at a Careers and Enterprise Fair on the 26<sup>th</sup> February 2015 which is being held at the Student Union, Wolverhampton University. The team is linking with Education and Training team in order to produce a 12 month schedule to ensure that we go out and promote careers across the Trust on a regular basis in addition to utilising Trust advocates from various specialists.

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