

Trust Board Report

Meeting Date:	26 th January 2015
Title:	Briefing on Current Status of Recruitment, Attraction and Retention
Executive Summary:	Update on the Current Status of Recruitment, Attraction and Retention
Action Requested:	The Board is asked to note the report.
Report of:	Director of HR
Author: Contact Details:	Jo Broome J.Broome@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)	<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"> ✚ 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. Recruitment and Resourcing

It is difficult currently to accurately report the true vacancy position across the Trust due to different recording and reporting systems. We are working with Finance to put in place a system that will assist in accurately reporting the “true” vacancy position. This requires systems to ‘talk’ to each other and utilising ESR for establishment control. We are drawing up a project plan and assessing resource requirements and timescales for the implementation of this. Therefore, we would look to be able to provide more detailed reporting on overall vacancy position for each staff group from March 2015. We are also currently in the process of pulling together an overall resource plan which will enable a more pro-active and less reactive resourcing strategy for the organisation.

2. Number of all Vacancies advertised

The table below shows the number of vacancies, by staff group, that have been advertised on NHS Jobs over 13 months (December 2013 to November 2014):

The Royal Wolverhampton NHS Trust (120737) NHS Jobs Vacancy Numbers

Provides the number of vacancies advertised in each month

Staff Group	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Additional Clinical Services	8	7	12	12	8	13	16	8	10	24	13	9	11
Additional Professional Scientific & Technical	7	5	0	4	1	3	5	3	3	6	5	2	3
Administrative & Clerical	11	22	18	18	26	30	35	38	29	25	28	18	20
Allied Health Professionals	4	13	3	9	13	9	5	10	2	6	9	5	5
Estates & Ancillary	4	3	1	4	0	2	3	1	2	4	4	3	9
Healthcare Scientists	0	0	0	1	1	0	0	0	1	0	0	3	0
Medical & Dental	7	7	14	19	11	13	22	14	15	15	16	11	6
Nursing & Midwifery Registered	28	34	23	35	32	28	32	28	15	32	25	24	29
Students	0	0	0	0	0	1	0	0	0	0	0	0	0
Total	69	91	71	102	92	99	118	102	77	112	100	75	83

3. Nursing Vacancy Position (as at 31st December 2014)

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	-0.69	4.93	4.24	-1.70	2.54
Div-2	45.93	10.91	56.84	7.52	64.36
Midwives	-2.88	-7.01	-9.89	0.94	-8.95
Community	10.32	5.44	15.76	0.10	15.86
Totals	52.68	14.27	66.95	6.86	73.81

	Filled Vacancies - Pending Starters Not Yet In Post				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	25.41	3.53	28.94	0.00	28.94
Div-2	50.21	14.29	64.50	4.20	68.70
Midwives	0.00	0.00	0.00	0.00	0.00
Community	26.76	5.12	31.88	0.93	32.81
Totals	102.38	22.94	125.32	5.13	130.45

	Total - All Unfilled Posts (Open Vacancies + Pending Starters)				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	24.72	8.46	33.18	-1.70	31.48
Div-2	96.14	25.20	121.34	11.72	133.06
Midwives	-2.88	-7.01	-9.89	0.94	-8.95
Community	37.08	10.56	47.64	1.03	48.67
Totals	155.06	37.21	192.27	11.99	204.26

There are currently 45.24wte qualified nursing vacancies (as per the Nurse staffing blueprint).

It is also worth pointing out that since January 2014, we have had 444 Qualified Nurses join the Trust (this includes 122 Cannock staff who TUPE transferred in November 2014. In addition we have recruited and additional 70 temporary staff onto our internal Bank.

3.1 Overseas Recruitment

We have run four overseas recruitment cohorts, sourcing nurses from Europe (Spain, Portugal, Greece and Italy) with the support of MediPlacements:

Cohort 1: 28 Nurses commenced employment 26th June 2014

Cohort 2: 13 Nurses commenced employment 30th July 2014

Cohort 3: 19 Nurses commenced employment 22nd September 2014

Cohort 4: 35 Nurses arrived in the UK on the 12th January 2015 and during the week they have been completing all necessary paperwork,

site tours and been given a general orientation. The formal induction programme commences on the 19th January 2015.

In total we have recruited 95 nurses from Europe with 4 leavers from the first 3 cohorts; 2 within their first month of employment and a further 2 within six months of their employment (this was due to family commitments back in their home country).

The agency fee per head is £2,500 per head with to total cost of head to the Trust calculated at ca. £4,500.

Although there has been no formal decision made to source a further cohort of overseas nurses due to service enhancements and changes recruitment, aligned with future staffing requirements.

NMC Registration status:

- June Cohort - 2 nurses are awaiting PIN numbers
- July Cohort - one nurse is awaiting their PIN number
- September Cohort - four nurses are awaiting PIN numbers
- January 2015 Cohort - 3 nurses are already registered and a further 3 at 'Admitted' stage, i.e. close to receiving their PIN numbers.

We are in regular communication with the NMC regarding progress.

3.2 Health Education West Midlands (HEWM) Pilot - EURES Programme

EURES (European Employment Services) is a co-operation network between the European Commission and the Public Employment Services of the EEA Member States and other partner organisations.

HEWM invited us and we have agreed to take part in a pilot for a centralised recruitment hub for European Nurse Recruitment. The purpose of this is to assess if there are savings to be had collectively across the region by going overseas together to source qualified nurses and the effectiveness of this approach in terms of filling vacancies. Currently there are 8 Trusts who are participating in the pilot.

In addition, we have agreed to trial the role of a proposed centralised recruitment hub for overseas nurse recruitment. Our Resourcing Manager joined the EURES/HEWM recruitment team in Madrid during early December 2014. The result was 11 nurses offered posts across Trusts in the region. There were no suitable candidates for placement at RWT and those candidates that were appointable, requested specialised posts in specific Trusts and/or geographical areas.

We are currently in discussion with HEWM to arrange the next potential recruitment pilot which is provisionally planned for end of February 2015 – actual date and countries to be confirmed.

Following this, there will be an evaluation of the pilot to assess if there is mileage in taking the programme forward and for RWT to become a centralised overseas recruitment hub for the region. This would require sign up by all Trusts participating to start with both for the implementation of a regional hub and for top slicing funding from each organisation. Trusts will need to be convinced of the benefits not only in terms of recruitment cost savings but also in being able to recruit to vacancies in their organisation through this method.

3.3 Local Recruitment

We are currently working up a plan for localised recruitment which will be agreed with the Heads of Nursing and the Trust Communications Manager, potentially using methods such as social media, radio campaign, advertising through links with Universities, Recruitment micro-site, open/recruitment days etc.

4. Medical Recruitment - Workforce Summary as at end December 2014

Division 1			
Grade	Establishment	Vacancies	%
Consultant	184	16	8.69%
SAS Grades	47	8	17.02%
Training Grades	139	7	5.04%
Non-Training Grades	52	14	27%
Totals	422	45	10.66%

Division 2			
Grade	Establishment	Vacancies	%
Consultant	130.2	14.6	11.21%
SAS Grades	26	3	11.54%
Training Grades	174	6	3.45%
Non-Training Grades	19	6	31.58%
Totals	349.2	29.6	8.48%

4.1 Consultants

Recruitment to hard-to-fill specialties remains challenging, particularly in Emergency Medicine and Radiology, with the planned expansion of the Consultant workforce. There will be a gain of 5 Consultant Anaesthetists from County Hospital in February 2015 and this will be reflected in updated figures in the next report along with other specialty gains, once the transfer of staff has been agreed under TUPE arrangements. A Workforce Plan for the new UECC (Urgent and Emergency Care Centre) is being drawn up in liaison with the Group Manager for Emergency Services, ED Consultants and the Medical Workforce Manager, with a first draft due by the end of January 2015.

A revised Consultant application pack and job description has been developed, with MD, CD and Divisional involvement, and will be used for future recruitment.

4.2 **SAS Grades (Specialty and Associate Specialist Doctors)**

Recruitment to vacant posts continues, principally in Anaesthetics in order to staff an 8-doctor rota for Cannock. To date we have recruited 3 with a further 4 to be interviewed on the 19th January 2015; this could possibly rise to 5 as we are awaiting an invite to interview to be accepted. The rota is required to be in place for the 9th February 2015, therefore interim agency cover has been sourced and these doctors will be replaced, as substantive staff commence in post. Recruitment to other vacancies continues as authorised by the Directorates.

4.3 **Training Grades**

The Trust enjoys a relatively healthy position with regard to training posts filled; for those not filled by Health Education West Midlands we are recruiting to those posts, with interim agency cover in place to maintain rota compliance. With effect from the 9th February 2015 we will be responsible for the junior doctor rota at Cannock, which will include 6 medical trainees from Elderly Care and Rheumatology, plus 3 trainees in Trauma & Orthopaedics. The medical trainees will remain employed by UHNM until August 2015 but are essentially our posts as they will work exclusively at Cannock. We have been advised we will be gaining a further 11 Foundation posts in August 2015, these will come with the required funding.

4.4 **Non-Training Grades**

We face a difficult time in terms of recruitment to Fellows and Trust Grade posts as demand continues to outweigh supply. All recruitment avenues are being utilised (direct and agency) but it is important to recognise, for many of the successful applicants, this will be their first post in the NHS, so orientation and induction is especially important. In order to make these posts more attractive it is also key to ensure an educational programme is available and support in place for career progression with a view to 'developing our own'; these elements will be included in revised job descriptions.

5. Nursing – Bank and Agency Requests and Fill Rates

The data below shows, the number of shifts (duties) requested over the last 12 months (December 2013 to November 2014) and demonstrates a steady increase in requests since Summer. For December 2014, there were 4,287 shifts requested and the was 80.6%

Trust wide

	Bank			Agency		Total	No fill	
	Duties Requested	Filled	%	Filled	%		Fill	Filled
December	3644	3154	86.55%	0	0.00%	86.6%	490	13.45%
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%

Qualified

	Bank			Agency		Total	No fill	
	Duties Requested	Filled	%	Filled	%		Fill	Filled
December	1430	1151	80.49%	0	0.00%	80.5%	279	19.51%
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%

HCA

	Bank			Agency		Total	No fill	
	Duties Requested	Filled	%	Filled	%		Fill	Filled
December	2214	2003	90.47	0	0.00%	90.47	211	9.53
January	2325	2177	93.63	0	0.00%	93.63	148	6.37
February	2480	2400	96.77	0	0.00%	96.77	80	3.23
March	2690	2504	93.09	0	0.00%	93.09	186	6.91
April	2197	2077	94.54	0	0.00%	94.54	120	5.46
May	2221	2122	95.54	0	0.00%	95.54	99	4.46
June	2498	2259	90.43	0	0.00%	90.43	239	9.57
July	2809	2493	88.75	0	0.00%	88.75	316	11.25
August	3233	2839	87.81	0	0.00%	87.81	394	12.19
September	2794	2499	89.44	0	0.00%	89.44	295	10.56
October	2943	2581	87.70	5	0.17%	87.87	357	12.13
November	2673	2376	88.89	2	0.07%	88.96	295	11.04

6. What are we doing to engage with the Community in promoting health careers and in particular attracting people to work at the RWT?

The Trust runs a number of initiatives and programmes to engage and attract our potential future workforce; some examples:

- HealthTec Programme

There are a number of training programmes of half day or full day duration that are available to people of all age groups in a range of areas, for example Care Values and Dignity, Care of the Elderly, Customer Service, Health Promotion, Forensics, etc. HealthTec also offers targeted at the under 16 age group providing a variety of short and 1 week work experience opportunities “Experiencing the World of Work Week (NHS)”.

- Training provision for CV and Employment skills.
- The Learning and Development department attend careers events at local schools and colleges from time to time.
- A regional Apprenticeship Framework has been put in place recently.
- University Technical College opens in September 2015; links with Wolverhampton University providing education and experience in Health & Social Care. RWT have been developing curriculum and projects.
- Physicians Associates (PA) – there are usually 6 placements available; we recruited one PA to the Trust in 2014 and following a one week work experience programme the individual commences full placement in January/February 2015 on a rotation programme through Medicine and Surgery. We are looking at the potential at offering more PA placements this year. Discussions are taking place with the LETC regarding the funding model for these posts as currently Trusts have to use funding for vacant posts (e.g. middle grades). There are issues reported regarding the value of converting posts requiring experience to Physician Associate posts due to the current lack of ability for PAs as there was no requirement to be a member of a professional body. This has recently changed whereby PAs are now under the Royal College of Physicians and there are moves forward with the integration of the prescribing module. More work also needs to be done on developing a clear career structure for Physician Associates.
- Foundation Degrees for nursing and other professionals are also supported through the Trust.

7. Workforce Planning

We are required to submit each year an updated workforce plan for Years 1 and 2, followed by Years 3 to 5. This is made up of two parts; the first part is the baseline workforce numbers categorised by staff groups together with year on year projections of required staffing numbers taking into account QIPP, Better Care Fund, commissioning plans, service transformation including implementation of 7 day services and CIP. The workforce plan must be shown to be aligned with the financial plan.

The second part is a workforce narrative plan that clearly articulates analysis of workforce trends, education, training and development requirements and recruitment and retention issues together with risk analyses and plans to address gaps and workforce risks.

HR and Finance are working together in revising the workforce planning process and a Workforce Planning Group has been established with representation from Divisional Operations and Nursing, Educational leads, and professional representation (such as Allied Health Professionals and Health Care Scientists). The focus of this group is on workforce transformation, and regular monitoring, review and initial sign off workforce plans.

8. Employee Retention

The process and method of collecting information from leavers (exit interviews) is currently under review with a view to implement a revised way to promote a safe and open environment for employees, who have decided to leave the Trust, to discuss their reasons for doing so. However, once it gets to this stage it is usually too late to be able to retain those employees and therefore other earlier engagement methods are under consideration, such as implementing ways to 'survey' new starters directly prior to commencement and earlier on in their employment with the Trust (e.g. at 3 and 6 months). This will allow us to gain feedback from new employees on their experiences prior to and upon joining the organisation, their orientation and induction process, team and line manager support, understanding of role and generally "what it looks and feels like to work here". An options appraisal will be presented to the "Creating Best Practice Group" in February.

Staff engagement continues to be measured during the employment lifecycle through methods such as ChatBack, Staff Friends and Family Test and the National Staff Survey; in addition to Key Performance Indicators such as recruitment activity, sickness absence rates as well as sickness absence reason trends and employee turnover.

There is more work to do on ensuring that results from surveys are communicated back to all employees, locally in departments and across the organisation ("You Said, We Did") in addition to sharing action plans and progress on a regular basis through various communication methods.

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