

Board of Directors' Meeting Report – Agenda item 213/14

Title	Recruitment Trajectories Nursing
Sponsoring Director	Director of Human Resources
Author	Keith Warrior, Associate Director of Human Resources John Page, Resourcing
Purpose	To provide the Board with an update on progress with recruiting nursing staff following a recent decision to increase the establishment.
Previously considered at	N/A
Executive Summary:	
<p>The current establishment of Band 5 nursing staff (Staff Nurse and Registered Nurse) totals 737.07 Full Time Equivalent (FTE) as at 30th July 2014. A further 41 FTE can be added to this figure arising from the decision to increase the establishment by following a recent review, making a total of 778.07 FTE.</p> <p>The total number of staff in post within this occupational group at 10th July 2014 was 651.95 FTE. Consequently, there are currently 126.12 FTE nurse staff vacancies across the Trust.</p> <p>The Spanish recruitment campaign has resulted in a total of 40 nurses (includes 7 for A & E) being appointed who will commence in July and September 2014. A further 15 Newly Qualified Nurses will join the Trust by the end of November 2014. It is predicted that by the end of October 2014 there will be approximately 36 vacancies, not taking into account turnover.</p>	
Related Trust Objective	<p>Corporate Objective 1 – Patient Focus – keep getting better. Risk 1,2,3</p> <p>Corporate Objective 2 – Staff – feel proud to work here and keep making a difference. Risk 1 & 2.</p>
Related Risk	See above
Legal implications / regulatory requirements	<p>NHS England and our regulators expect organisations to ensure that staffing capacity and capability are appropriately funded, monitored and maintained.</p> <p>The CQC will monitor how well staffing requirements are met as part of their inspection</p>

	programme.
Quality impact assessment	Permanent staffing levels need to be at an adequate level to provide safe nursing care.
Equality impact assessment	Monitoring recruitment levels will enable us to understand the impact of any permanent staffing deficit on care including patients with protected characteristics.
Action required by the Board	
Approve	Assure X Note

Recruitment Trajectory – Nursing

Situation

The current establishment of Band 5 nursing staff (Staff Nurse and Registered Nurse) totals 737.07 Full Time Equivalent (FTE) as at 30th July 2014. A further 41 FTE can be added to this figure arising from the decision to increase the establishment by following a recent review, making a total of 778.07 FTE.

The total number of staff in post within this occupational group at 10th July 2014 was 651.95 FTE. Consequently, there are currently 126.12 FTE nurse staff vacancies across the Trust

Outlined below is a summary of initiatives that are taking place to address the vacant posts

Actions

The Recruitment department have been sourcing direct to appoint to the vacancies on an on-going basis. Arising from this activity currently there are 29 nurses under offer / awaiting start dates that will commence work with the Trust over the next two months (July/ August) following the completion of pre-employment checks and completion of notice periods with current employers.

In addition to its own activities the Trust has engaged two external recruitment agencies; Synergy and Sterling Cross to provide additional sourcing capabilities.

Synergy is focused on overseas recruitment of nurses from Spain and Ireland, whilst Sterling Cross is focused on identifying Paediatric nurses from within the UK.

Both of the current external campaigns are due to run until 8th August 2014.

The Spanish campaign has resulted in a total of 40 nurses being appointed and who are due to commence employment with the Trust in July and September 2014. These nurses are due to commence with the Trust on a phased basis to ensure that they are successfully on boarded and receive the necessary support to ensure their safe integration to this hospital. The phased commencement is as follows:

July 2014 new hires	= 16
September 2014 new hires	= 24
Total new hires	= 40

The Spanish intake in July and September includes an additional 7 appointments to the Trust's A&E department.

In addition, the Paediatric recruitment campaign has to date generated two additional nurse appointments that bring the total hires for July to four within this specialty.

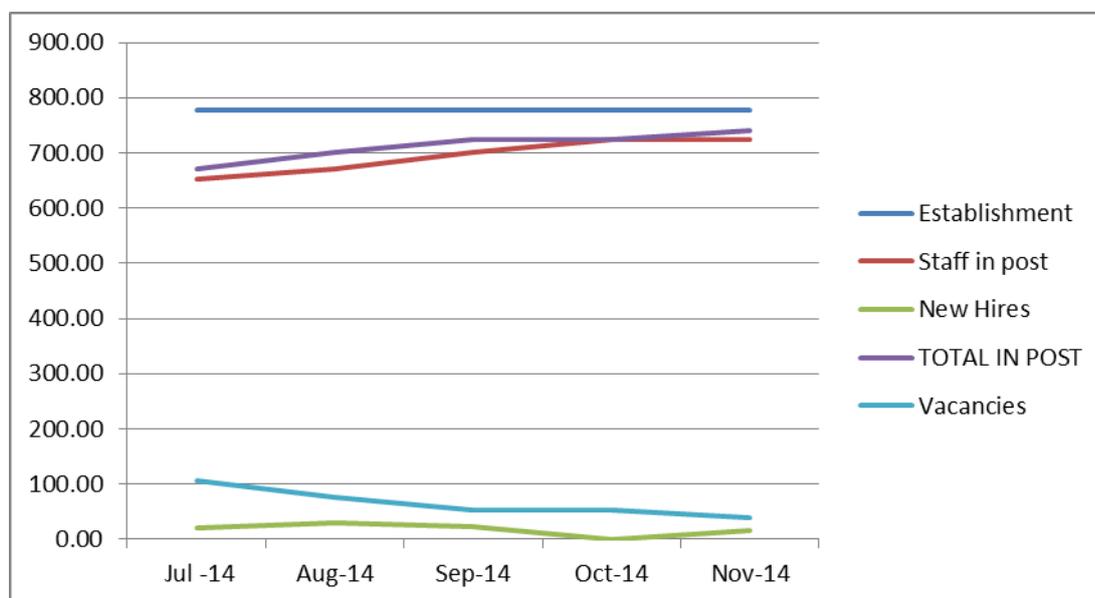
This brings the total number of additional nurses recruited to 73. In addition, during week commencing 21st July the Trust interviewed 21 newly qualified nurses. It was

anticipated that at least 15 would be appointable and join the Trust by the end of November 2014.

Based upon the numbers above, between the period from July 2014 to November 2014, it is predicated that the number of vacancies will reduce from its current level of 126.12 down to approximately 36 by the end of October 2014. This does not include the effects of the continuous programme of nurse recruitment on a 'business as usual basis' or the effect of loss of current nursing staff due to turnover.

	Jul -14	Aug-14	Sep-14	Oct-14	Nov-14
Establishment	778.07	778.07	778.07	778.07	778.07
Staff in post	651.95	671.95	700.95	724.95	724.95
New Hires	20	29	24	0	15
TOTAL IN POST	671.95	700.95	724.95	724.95	739.95
Vacancies	106.12	77.12	53.12	53.12	38.12

The following shows the information contained in the above table in graphical form.



Risks and Mitigations

The introduction of nurses trained and experienced overseas is being carefully managed to ensure that sufficient support is provided to enable them to successfully adapt to an NHS hospital.

The intake of 24 Spanish nurses commencing September 2014 were due to be initially accommodated in flats provided via Campus Services at the University of Essex based in central Southend. However, the University of Essex has recently advised the Trust that it will not be able to extend the offer of accommodation to these nurses. Therefore, the Trust needs to secure accommodation covering the first 90 days for the cohort prior to arrival in the UK. In order to mitigate this risk, we have secured a refund from the University of Essex to release funds for alternative provision. The University of Essex is also actively assisting us to engage with alternative landlords in the area. We are also engaging with the nurses and some have indicated a preference to receive equivalent

financial assistance for them to secure their own accommodation as an alternative to their initial accommodation being provided by the Trust.

There is considerable and increasing competition for nurses by Trust's and the supply is finite. Our mitigation of this risk is to invest considerable resources from the capacity of the Trust's recruitment team and have entered into partnerships with specialist agencies to recruit from overseas. We have also appointed a 'headhunting' agency regarding specialisms such as Paediatrics. Recruitment and retention incentives are being developed together with a marketing strategy for hard to fill roles.

Whilst the 12.83% turnover rate for Staff/Registered Nurses during the year to 30 June 2014 was a reduction from 13.89% for the previous year, turnover will negatively affect the projected improvement in our nursing staff position. The recent local pay award has made the Trust more attractive and the HR Function is engaging with the Trust's Professional Nursing and Midwifery Forum to identify ways of further reduce turnover.

Next steps

The current in-house recruitment activity is continuing in order to appoint to existing vacancies within the Trust

Once the current nursing hires have been deployed across the Trust in consultation with the Associate Director of Nursing a review will be undertaken at the end of September to agree where to allocate further new staff within the increased in establishment.

In the period from October 2014 to March 2015, recruitment activity will continue using on-going in-house activities and to supplement this, a further overseas campaign to support is planned. In addition, a second intake of newly qualified nurses totalling approximately 15 hires is planned for March 2015.

Currently it is anticipated that all vacancies including the establishment uplift will be appointed by the end of March 2015.

The executive team will continue to monitor recruitment activity on a weekly basis, through the comms. cell, and further reports will be submitted to the Board on an on-going basis to support the monthly nursing staff establishment reported presented by the Chief Nurse.

Keith Warrior, Associate Director of Human Resources

John Page, Resourcing Manager

22nd July 2014