

Board of Directors' Meeting Report – 24th September 2014 Agenda item 280/14

Title	High Risk Recruitment Trajectories
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
Previously considered at	Trust Board 30 th July 2014 and 27 th August 2014
Executive Summary:	
<p>The Trust has a total of 432 vacancies equating to a vacancy rate of 10.2%.</p> <p>An action plan has been developed to reduce the vacancy rate which includes measures to improve our marketing to potential applicants, recruitment and retention incentives, improvements to the recruitment process to remove any avoidable delays, increasing our partnering with specialist agencies to source applicants for hard to fill roles, creating new roles as a response to hard to fill roles, developing our staff for hard to fill roles and provide career development and actions to reduce the staff turnover rate which has been on an upward trajectory and is currently at 14%.</p> <p>The report contains trajectories which predict our progress in reducing the vacancy gap both overall and for specific occupational groups.</p> <p>The recruitment situation is a fluid one and further reports will reflect developments.</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 programme.</p>
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

High Risk Recruitment Trajectories

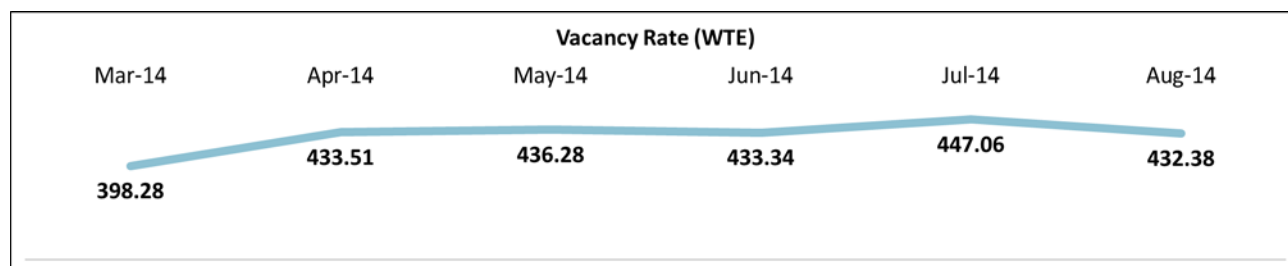
Introduction

This report provides the Board with an update regarding the current level of staff vacancies and the actions that are being taken to reduce the gap between the approved staffing establishment and the number of staff in post. In order to provide continuity of safe and effective patient care the Trust engages staff from its own Bank or from agencies to cover relevant vacant posts. However, the cost of agency staff is a significant financial pressure to the Trust and patient care is best served by a stable staffing situation.

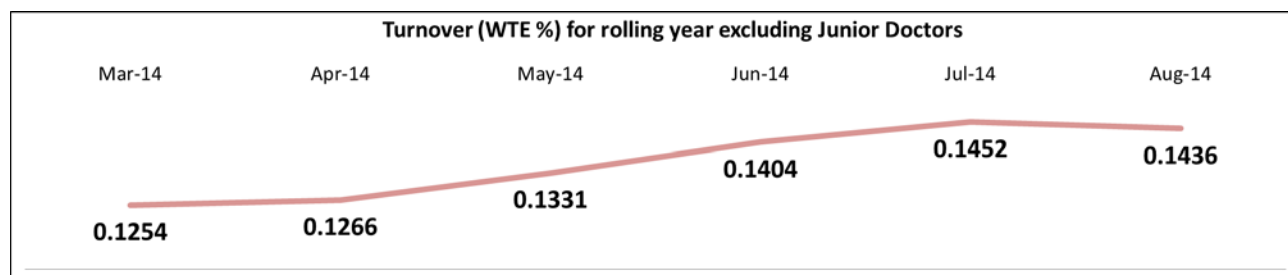
Current Position

At After several months of continuous increase in both vacancies and turnover August saw a small improvement.

The trend of vacancies for the period March to August 2014 is summarised below:



Turnover for the period March to August 2014 is summarised below:



Appendix 2.1 shows a projection relating to nursing vacancies up to June 2015. At the last Board meeting there was discussion regarding the assumptions made about the number of anticipated hires which is based on previous experience of recruiting nurses, actions to improve the proportion of newly qualified nurses being appointed and the potential impact of phased integration of nurses from overseas. We will review performance against the trajectory and refresh the predicted trajectory for the November Board report.

Appendix 2.2 shows a projection for all staff (including nurses but excluding Medical Staff). The trajectory indicates that there will be a progressive reduction in the number of vacancies. However, there are a number of occupations for which there is

a national shortage which pose the greatest challenge and this issue is discussed later in the report.

Appendix 31 illustrates that the Consultant is expected to reduce to single figures in March 2015.

Appendix 3.2 indicates that for non-consultant medical posts the situation is more challenging, largely due to turnover. The action plan regarding Medical HR will be constantly reviewed to track the effectiveness of actions already developed and to identify further actions to achieve an improved position.

There are currently 350 vacant posts being actively recruited to and this figure includes posts that are at all stages of the recruitment process, including posts where an appointment has been made and the start date of the new employee is known.

Nevertheless, the Trust's current overall vacancy rate is 10% and the following section provides an update regarding actions being taken to achieve a reduction towards the target vacancy rate of 4%.

Actions to Reduce the Vacancy Gap

Following some intensive work and consultation with business units and corporate functions an action plan has been developed which has a number of themes relating to recruitment, staff engagement and retention. The full action plan is at Appendix 1 to this report and is a living document that will be updated in the light of experience and further innovation. A summary of some actions recently taken are listed below:

- Reviewed the recruitment process for general recruitment and agreed changes to the process at the Corporate Team which are being implemented
- Commenced work to improve our marketing materials
- Reviewed the recruitment process for Medical Staff and proposals will be presented to the next available Corporate Team meeting
- Engaged with LinkedIn to maximise our benefits from their social media site as a tool for attracting applicants
- Implemented a recruitment and retention allowance on a targeted basis for qualified nursing staff in the Emergency Department
- Reserved additional dates for Consultant recruitment panels
- Initiated a review to identify trainee doctor posts where it is anticipated that Deaneries will be unable to fill and to commence local recruitment to avoid the use of agency staff.
- Introduced revised information for weekly monitoring by the Executive Team and senior business unit management.

- The Corporate Team have agreed to pilot a new exit interview process and review after 3 months in order to determine longer term arrangements. This will have a targeted focus on areas where turnover is significant

Hard to Fill Posts

Although the general labour market for NHS staff is challenging, there are some roles with an acknowledged national skills shortage. These are requiring us to pursue national and international recruitment initiatives and campaigns and to work with business units for alternative solutions such as establishing new roles (e.g. Advanced Care Practitioners in the Emergency Department) and how we develop our own staff into shortage roles. Hard to fill roles include:

- Sonographer Nurse (Registered)
- Mammographer
- Operating Department Practitioner
- Radiographer
- Speech and Language Therapist
- Nurses (including Paediatric Nurses)
- Consultant in Emergency Medicine

The Emergency Department currently has one substantive and four Locum Consultants in post. The market for Consultants in Emergency Medicine is very competitive and recruitment activity is on-going to fill all our posts on a permanent basis, including overseas recruitment. We currently anticipate being able to recruit one permanent Consultant in Emergency Medicine following an interview process scheduled for 29 September and a directly employed Locum Consultant with the potential for this to become permanent. Both appointments would give greater stability and resilience to the Department and reduce our agency spend.

We recently interviewed two potential Mammographers from overseas but neither was considered suitable for the role and efforts to recruit continue.

We are also planning further overseas recruitment campaigns for nursing staff including paediatric nurses. Although we have provisionally identified countries to recruit from, the arrangements will be finalised once the Trust has confirmation from the Nursing and Midwifery Council (NMC) of its review of the compatibility of other countries with the registration requirements for nursing in England and Wales.

Risks and Mitigations

The labour market remains very competitive and a risk is that we will be unable to attract sufficient suitably qualified staff to fill all vacancies. This report describes actions being taken to mitigate this risk and the situation will be kept under constant review.

The Trust's Recruitment Manager has recently left the Trust. This role provides line management and leadership of the general recruitment team. Whilst arrangements

have been put into place to recruit a replacement, there is an impact on the capacity of the Recruitment and Resourcing Manager in the meantime.

The Board was previously advised of a reduction in the period that accommodation sourced from the University of Essex was to be available to nurses joining the Trust from Spain. A landlord event was recently held and the situation has been resolved with the majority of these staff began moving into their own accommodation during week commencing 15 September 2014.

Recruitment Action Plan

RAG

	In Progress Before Completion Date
	In Progress After Completion Date
	Completed Without Evidence
	Completed With Evidence

A -Promoting the Trust	3	3	0	0
B - Recruitment Processes	6	0	0	0
C -Incentives	3	1	0	0
D - Skills and Experience	2	0	0	0
E - Bank and Agency	2	0	0	0
F - Medical HR	1	2	0	0
G - Cultural Change	1	1	0	0
H - Retention of Staff	2	2	0	0
Total	20	9	0	0

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A -Promoting the Trust

Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
A1	lack of promotional materials	an attractive information pack with core information about Southend as a place to	growing vacancy rate	HR and Corporate Communications in partnership with the BU and professional leads, develop an attractive information pack supplemented by unit/specialty/	J Page / Claire Hankey	30/09/ 2014	Corporate information pack already prepared. Business Unit information to be developed. 03/09/14 update - Advertising copyrighting company to assist in rewrite to invigorate the introductory statement of our	N	N		

		live and work		occupational specific information			advertisement template which will also be used on LinkedIn.			
A2	use of website to promote the Trust	up to date video proclaiming the benefits of working at Southend	growing vacancy rate	Corporate Communications produce a film summarising the benefits of living and working here, published on the website and linked to all the Trusts social media sites	Claire Hankey		Timescale subject to consultation with the Corporate Communications Department.	N	N	
A3	use of social media	Potential source of applicants and improved promotion of the benefits of working at Southend	growing vacancy rate	improve the content and regularity of updates to the Trusts social media sites, updates to include awards, service changes etc.	John Page / Claire Hankey	31/10/2014	03/09/14 update - J Page has meeting with LinkedIn Account Manager in 2 weeks time and by 31/10/14 will introduce improvements to our general information, using our advertising licence to target hard to fill roles, all relevant Recruitment Team staff will be trained in the use of LinkedIn. Number of 'Followers' applicants for jobs via LinkedIn will be monitored. HR to liaise with Comms Dept. and Business Units re news feed for LinkedIn with a nominated lead in HR Recruitment Team. We have set up a Mammographers Forum to engage with potential candidates and will explore	N	N	

							setting up other similar groups in partnership with business units.			
A4	promotional events	increased visibility and understanding of post available	growing vacancy rate	maximise our participation in events that enable us to promote working for Southend Hospital including attendance at targeted recruitment fairs and conferences with appropriate marketing materials and personnel	John Page, Carol Church, Business Units		On-going - to be targeted at hard to fill and volume recruitment roles. 03/09/14 HR Business Partners to engage with client areas to identify potential events by 31/10/14	N	N	
A5	Unique Selling Point	define our Unique Selling Point	growing vacancy rate	develop clarity about what we are selling as an employer. Research what would attract professional staff to Southend in a labour market where the geographically mobile have choices	Execs, Business Units, HR	30/09/2014	11/09/14 update - Corporate Team away day 23/09/14 will have a session allocated to engaging with business units to help define our corporate USP and information to promote the image of the Trust corporately and of business units.	N	N	
A6	Communication Strategy	have an improved presence in the market place	growing vacancy rate	develop our reputation by publicising our successes and innovations as part of our communications strategy, use our staff to give a positive message about the Trust and help us build a positive brand	Corporate Communications Dept.	31/08/2014	Commence by 31/08/2014 but on-going and will be delivered largely through the delivery of the Trust's Communications and Engagement Strategy 2013-2016.	N	N	

B - Recruitment Processes

B - Recruitment Processes											
Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
B1	Recruitment methods	increased visibility for candidates of roles within the Trust	growing vacancy rates	adopt a more proactive approach and ensure that unsuccessful but suitable candidates are 'head hunted' where a similar role becomes vacant	John Page	30/09/2014	03/09/14 update - Recruitment offer form includes a question to the hiring manager "Were there other candidates that you would deem appointable? If so please provide their names." Named individuals are placed in a 'talent pipeline and are contacted when similar vacancies arise.	N	N		

B2	recruitment process	ensure the recruitment process minimises time to hire	delays create staffing and financial pressures	Commission the PMO to assist with identifying 'log jam's' in the recruitment process	PMO, Medical HR, Recruitment Team	30/09/2014	Initial contact made with PMO on 11/08/14. Project plan to be updated when the review has been commissioned and has its own project plan available. 03/09/14 update - Flowchart for general recruitment completed. Revised Vacancy Approval Form will be introduced following consultation with Finance Department by 22/09/14. We have introduced a workaround where a Business Unit needs to start an employee when a DBS is pending. For non-Medical Staff appointments and subject to Exec approval we could pilot the inclusion of a proposed start date when the offer of employment is made, subject to the satisfactory completion of pre-employment checks.	N	N	
B3	recruitment process	minimise the length of time a vacancy remains unfilled	growing vacancy rates	agree an SLA with the BU's to ensure that there is clarity of roles and responsibilities with a clear escalation process	John Page, Carol Church	30/09/2014	SLA will be refreshed to reflect changes in the recruitment process and there will be a specific SLA for Medical Staff recruitment.	N	N	

B4	Recruitment methods	flexible nursing workforce	growing vacancy rates	establish 'peripatetic' nurse posts where individuals are not assigned to specific wards, but are deployed to fill gaps in the rosters due to vacancies or long term sickness, releasing bank staff to cover unplanned short term absences and thereby reducing agency usage	Chief Nurse, Business Units	31/12/2014	Business units / lead professionals to consider viability of this proposal. If appropriate we will then implement. To be done when vacancy level in 'steady state'.	N	N	
B5	new roles	new roles embedded in the Trust	decreased turnover, attracting more high calibre candidates	engage with appropriate professional groups to develop new roles where these are a viable alternative to hard to fill posts and / or enable the focused use of scarce skills, development programmes to help us grow our own and respond to a key reason for staff leaving the trust .	Business Units, supported by professional leads and HRL&D	31/03/2015	03/09/14 update - HR Business Partners to commence engagement with client areas by 31/10/14	N	N	
B6	Resources allocated to recruitment activity	Reduction of recruitment gap and establishment of a business as usual level of recruitment activity	Increasing recruitment gap due which is affected by the capacity of the recruitment function to keep pace with volume of activity	Review staffing resources within the recruitment function to identify and introduce temporary additional resources required.	Keith Warrior / Vicky Wilkins / John Page	31/10/2014	2 Band 2 administrators on fixed term contracts have been appointed to the general recruitment team. Monitor and review effectiveness.	N	N	

B7	recruitment process and assurance	Set of KPI's to effectively measure performance	Ability to effectively report on the recruitment process for operational and assurance reasons	Review current management information to ensure relevant data is available to track recruitment activity and identify 'log jams' so that appropriate actions can be taken in response and allocate resources effectively.	Keith Warrior / Vicky Wilkins / John Page / Carol Church	31/10/2014	03/09/14 update - KPI's to be derived from updated SLA.	N	N	
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C -Incentives

Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
C1	Incentives	increased interest in applying for vacancies	lack of ability to attract suitable candidates	create a package of incentives to attract and retain high quality staff	Keith Warrior / John Page / Carol Church	31/10/2014	03/09/14 update - Date for meeting to develop proposals TBC	N	N		
C2	Incentives	reduction in turnover levels	high turnover	use the Trust's current recruitment and retention arrangements where we identify high turnover in critical roles	Business Units with support from Finance & HR Departments	31/08/2014	R&R arrangements are already in place for use as required.	N	N		
C3	Incentives	increased ability to ensure offers are accepted	high turnover	Estates & Facilities Department to review car park pass allocation criteria to assist recruiting hard to fill post	EFM and HR Department	31/10/2014	Draft parking application process was discussed with Staffside at the Negotiation and Consultation Group on 11/9/14.	N	N		

C4	Turnover	strategy to reduce turnover	high turnover	use data from leavers, staff survey and engagement with staff to develop a strategy to reduce turnover. Review opportunities for promotion and development	Keith Warrior / Lynda Steer	30/11/2014	03/09/14 update - Proposals re exit interviews to be presented to Exec Team on 04/09/14	N	N	
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D - Skills and Experience

Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
D1	Capability and Experience	all the recruitment team have sufficient knowledge to deliver the service	high turnover in the team	complete a TNA for the team and agree a development path for the staff	Steve O'Donovan	30/09/2014	Partly completed. Steve O'Donovan has left the Trust.	N	N		
D2	Capability and Experience	the team are able to assist managers find creative solutions to recruit	difficulty in recruiting into hard to fill posts	complete a TNA for the team and agree a development path for the staff	Steve O'Donovan	30/09/2014	Partly completed. Steve O'Donovan has left the Trust.	N	N		

E - Bank and Agency

E - Bank and Agency											
Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
E1	Bank Rates	the Trust operates with the most competitive bank rates	increased agency spend	review the bank rates of pay to ensure competitiveness with local competitors and agency pay rates	Alma Brayley	30/09/2014	Periodic subsequent reviews to ensure up to date information.	N	N		
E2	Locum Doctor Rates	provide the Trust with an alternative to high cost agency staff	increased agency spend	review locum doctor pay rates to ensure competitiveness with agency pay rates, review the benefit of a Trust wide core hourly rate with the ability to apply supplements for hard to fill roles	Alma Brayley	30/09/2014	Periodic subsequent reviews to ensure up to date information. 11/09/14 update - discussion about SUH rates and comparative cost of in-house staff v's agency scheduled for Executive Team meeting on 18 September 2014 and at subsequent Corporate Team meeting.	N	N		

F - Medical HR

F - Medical HR											
Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
F1	Middle grade doctors	improved vacancy rate	increasing vacancy rates and high agency spend	initiate recruitment of middle grade doctors where we have reason to believe that the Deanery will be unable to fill posts, being prepared to risk an element of overstaffing on occasion	Business Units supported by Medical HR	08/09/2014	Medical HR to engage with Business Units to identify relevant posts and to initiate recruitment process as appropriate.	N	N		
F2	All grades of doctor	improved vacancy rate	increasing vacancy rates and high agency spend	maximise targeted use of 'head hunting agencies' to source doctors in hard to fill posts.	Carol Church	30/09/2014	03/09/14 update - Review to be completed by 30/09/14 to identify potential agencies to be used on a targeted basis.	N	N		
F3	Consultant recruitment	minimise delays in medical staff recruitment	high agency spend	pro-actively reserve dates for consultant recruitment panels and ensure that the pool of internal panel members is sufficient to prevent delays due to unavailability	Carol Church	31/08/2014	SOP amended to include Interview date to be included in advertisement.	N	N		

G - Cultural Change

Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
G1	Cultural Change	improved working conditions	high turnover of staff	implement cultural change to enable us to live our values - taking into account data such as the staff survey, exit information, engaging with longer serving staff about what keeps them here	Executive Team, BUD's, Heads of Service supported by HR and Corporate Communications Departments	31/03/2014	03/09/14 update - Staff engagement strategy drafted	N	N		
G2	Cultural Change	improved working conditions and morale	high turnover of staff	Review potential for additional staff recognition schemes to improve staff morale and engagement leading to improved retention	Lynda Steer, Keith Warrior, Claire Hankey	31/12/2014	03/09/14 update - Date for meeting to review TBA	N	N		

H - Retention of Staff

H - Retention of Staff											
Ref	Improvement Area			Action	Responsibility	By When	Update on progress/ status	Completed (Y/N)	Evidence (Y/N)	RAG	Sign Off?
	Area/ problem	Desired Outcome	Reason/ Source								
H1	Retention of staff	improved retention rates	exit survey data	review induction and probationary procedures to improve support given to new staff and to understand their development and career ambitions so that personal development plans can be developed and implemented.	Keith Warrior, Lynda Steer	31/12/2014	03/09/14 update Work in Progress. Further update to follow	N	N		
H2	Retention of staff	improved retention rates	exit survey data	Review appraisal arrangements to ensure that these support talent management.	Lynda Steer	31/12/2014	03/09/14 update Work in Progress. Further update to follow	N	N		
H3	Talent management	Provide internal source of staff for promotion into senior roles	exit survey data indicates that a significant reason for leaving the Trust relates to career development opportunities	Develop arrangements to identify and nurture talent within the organisation.	Lynda Steer	31/03/2014	03/09/14 update Work in Progress. Further update to follow	N	N		
H4	Retention of staff and staff development	Greater awareness of development opportunities	exit survey data	Develop and publish a staff training prospectus	Lynda Steer		Work to be scoped and delivery date to be determined.	N	N		

Appendix 2.1

Nurse Recruitment Trajectory August 2014 – June 2015

	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Establishment	781.07	781.07	781.07	781.07	781.07	781.07	781.07	781.07	819.07	819.07	819.07
Staff in post	671.95	684.95	702.95	717.95	725.95	741.95	754.95	767.95	778.95	790.95	804.95
Turnover Factor	7	7	7	7	7	7	7	7	7	7	7
New Hires	20	25	22	15	23	20	20	18	19	21	19
TOTAL IN POST	684.95	702.95	717.95	725.95	741.95	754.95	767.95	778.95	790.95	804.95	816.95
Vacancies	96.12	78.12	63.12	55.12	39.12	26.12	13.12	2.12	28.12	14.12	2.12

Appendix 2.2

Recruitment Trajectory October 2014 - (All Staff - Excluding Medical Staff)

	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15
Establishment	4063	4063	4063	4063	4063	4063	4107	4144	4144	4144	4144	4144
Staff in post	3626	3656	3676	3686	3751	3776	3806	3876	3876	3906	3936	3966
Turnover Factor	40	40	40	35	35	30	30	30	30	30	30	30
New Hires	70	60	50	100	60	60	100	60	60	60	60	60
TOTAL IN POST	3656	3676	3686	3751	3776	3806	3876	3876	3906	3936	3966	3996
Vacancies	407	387	377	312	287	257	231	268	238	208	178	148

Appendix 3.1

Consultant Recruitment Trajectory August 2014 – July 2015

	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
Establishment	184.35	184.35	184.35	184.35	184.35	184.35	184.35	184.35	184.35	184.35	184.35	184.35
Staff in Post	166.78	165.28	166.78	165.28	165.78	167.28	168.78	171.28	175.28	176.28	176.28	176.28
Turnover Factor	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
New Hires	1	4	1	3	4	4	5	6.5	3.5	2.5	2.5	2.5
Total in Post	165.28	166.78	165.28	165.78	167.28	168.78	171.28	175.28	176.28	176.28	176.28	176.28
Vacancies	19.07	17.57	19.07	18.57	17.07	15.57	13.07	9.07	8.07	8.07	8.07	8.07

Appendix 3.2

Medical Staff (Excluding Consultants) Recruitment Trajectory August 2014 – July 2015

	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
Establishment	317.59	317.59	317.59	317.59	317.59	317.59	317.59	317.59	317.59	317.59	317.59	317.59
Staff in Post	309.08	289.08	278.08	262.08	239.08	247.08	250.08	250.08	250.08	250.08	250.08	250.08
Turnover Factor	111	35	35	35	35	35	35	35	35	35	35	35
New Hires	91	24	19	12	43	38	35	35	35	35	35	35
Total in Post	289.08	278.08	262.08	239.08	247.08	250.08	250.08	250.08	250.08	250.08	250.08	250.08
Vacancies	28.51	39.51	55.51	78.51	70.51	67.51	67.51	67.51	67.51	67.51	67.51	67.51