



Brighton and Sussex  
University Hospitals  
NHS Trust



# ***Recruitment & Retention Proposed Strategy 2014-2015***



# Overview

- Introduction
- Why we need a Strategy
- Current Recruitment Practices
- Proposed Strategic Direction and Priorities
- Desired Outcomes of the Proposed Strategy



# INTRODUCTION

The Recruitment journey so far...

- Trust investment in the Recruitment and Administration team
- Optimising recruiting and administration processes
- Developing an Applicant Tracking System (ATS)
- Developing and rolling out competency and value based recruitment assessment process to recruit the best candidates
- Piloting Pooled Recruitment Process for Trust-wide access to a pool of qualified nurses and healthcare assistants
- Rolling out competency value based recruitment and unconscious bias training to experienced recruiting managers to raise awareness to achieve improvements in selection

The next stage

- To build on the above initiatives and develop innovative solutions to recruitment and retention challenges

# WHY WE NEED A STRATEGY

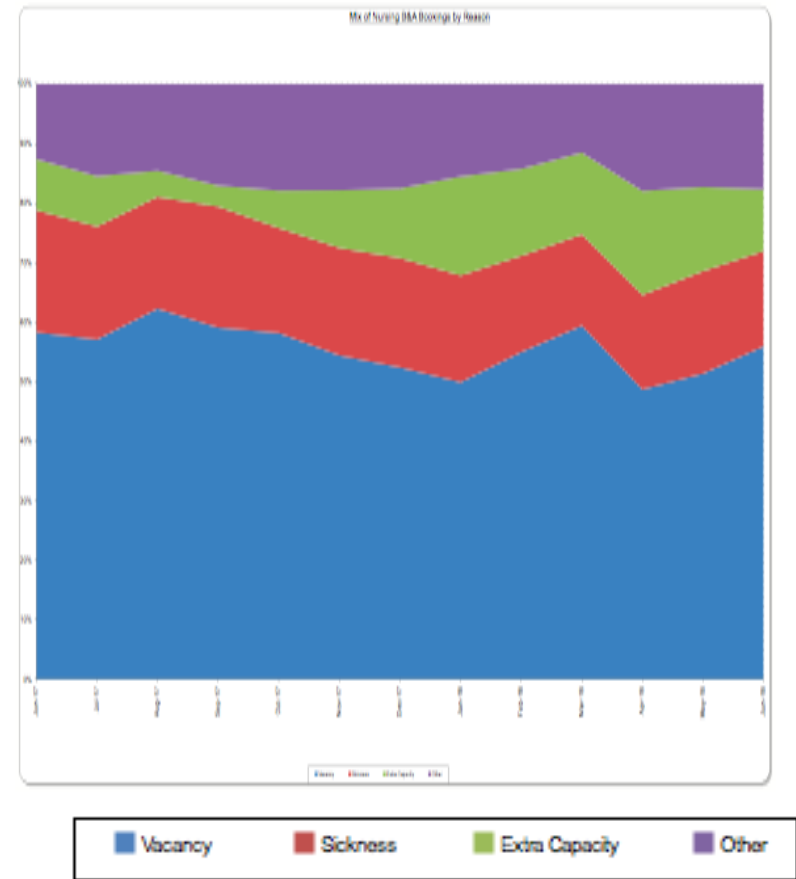
- Recruitment and retention of skilled staff to ensure the NHS meets its key targets is a continuing challenge and has created a highly competitive market.
- The Trust need to employ more staff and retain, manage and develop its existing workforce in key areas who have the right skills and experience to ensure high quality, safe and effective patient care.
- The national demographic profile highlights an aging workforce and the increasing career and flexible working opportunities outside the NHS make recruitment and retention of staff a major challenge.
- Trust data and information indicate a high percentage of staff are unhappy with their working conditions.
- A fair and diverse representation of the local community in our workforce is essential to how we work. The Trust needs to shows its commitment to working in partnership with its local community and workforce.
- To fulfil the Trust's Business Plan aims and objectives and deliver consistent high quality, compassionate care, urgent need to reduce reliance on using a flexible labour force (Bank & Agency).

# CURRENT RECRUITMENT PRACTICES

- The NHS Recruitment Model relies heavily upon NHS Jobs website which excludes large parts of the available workforce due to its specific criteria.
- Departments are unlikely to share their recruitment efforts across the Trust
- BSUH have only a partially resourced pilot program to develop the Trust-wide pool of recruited applicants.
- Recruiting managers are selected from those who are fully engaged with the principles of competency and value based recruitment to implement this new approach.
- Due to the lack of available UK Based qualified nurses, agencies have been used to recruit overseas, from Portugal and Ireland, at a significant charge per successful candidate (i.e. £3,000 Band 5 Nurses and £3,500 Band 6 Nurses). Refunds or replacements are only possible if the overseas candidates leave within 4 months.

# Flexible Workforce vs Flexible Labour

- Throughout a person's career, personal and professional priorities change impacting capacity and work hours. Managing and planning for these needs is key.
- Enabling flexibility in the workforce lessens reliance on the flexibility of Bank and Agency staff.
- Flexible working research show companies benefit from significant drops in staff turnover, absenteeism, temporary staff and skill shortages and have resulted in improved employee morale.



# Retention

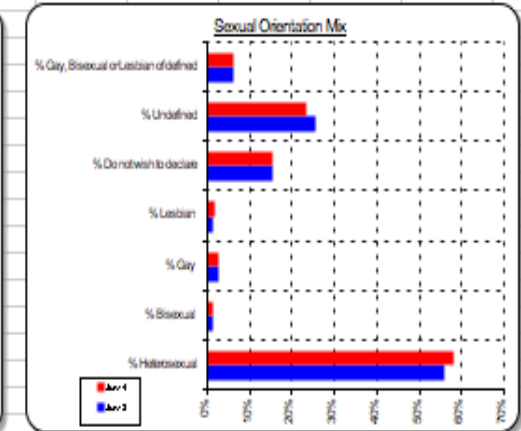
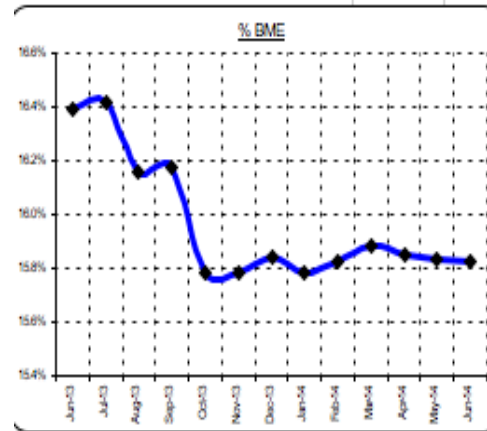
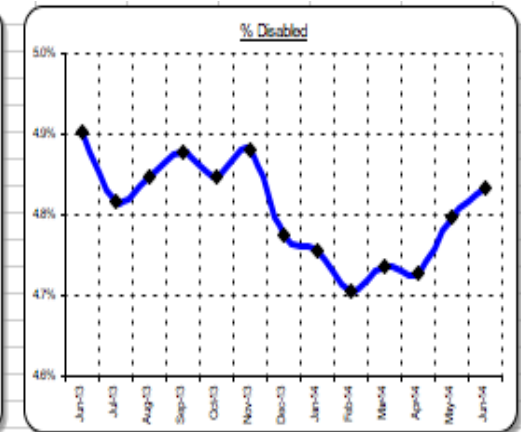
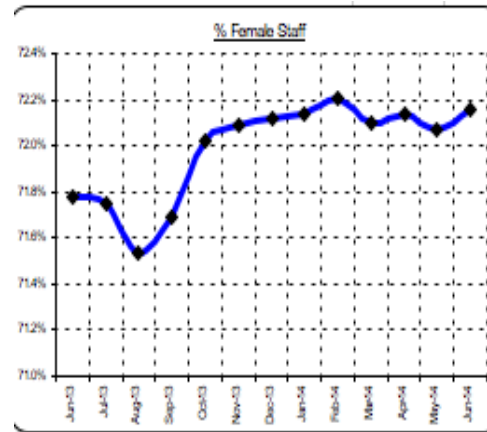
## - Staff Feedback



- Although staff felt trusted to do their jobs and felt their jobs made a difference, the poorest performance results reflected feeling a lack of support from their senior managers in respect of communication, involvement in decision-making and in their health and wellbeing
- A significant number of staff felt demotivated and results reflected concern over lack of communication and staff shortages
- The results of the Trust's Annual Staff Survey also reflected a high percentage of staff were not happy to recommend the Trust as a place to work or who felt supported with their career progression or promotion.
- A significant number of BME staff felt bullied and harassed

# E&D Leaving Statistics 2013-2014

- Approximately 72% of leavers were female
- Approximately 5% of leavers are persons with a disability
- Approximately 16.5% of leavers are BMEs
- Approximately 2.5% of Leavers are LGBT





# Corporate Brand vs. Talent Brand

- The Corporate Brand influences behaviour about its services, the Talent Brand influences consideration as an employer.
  - Google uses its homepage as a recruitment vehicle to highlight its overall Talent and Corporate Brand.
  - The John Lewis Partnership view all applicants as potential customers and its online process aims to make applying an enjoyable experience
- Companies with a strong Talent Brand benefit by having:
  - A strong pipeline of people willing/desiring to work for a company
  - A large number of employee advocates and employee referrals
  - The ability to attract hard-to-find talent
  - Reduced recruitment costs
  - Improved Retention



# STRATEGIC DIRECTION AND PRIORITIES

- Raise the profile of the Trust as the place to work and be treated
- Increase number of nursing and non-nursing establishment to reduce the Trust's dependency on agency and bank staff and provide consistent high quality care
- Targeted recruitment campaign to ensure regular availability of both trained and untrained healthcare workers in areas of high turnover and hard to find areas, local/UK and overseas.
- Career development to 'grow our own'
- Develop a more flexible workforce and review roles to introduce new and innovative ways of working and delivering care
- Improve overall job satisfaction for all protected groups, staff and managers through regular communication

# Current Recruitment Agenda

- Progress the recruitment of 350 qualified nurses from local, UK and overseas areas, in tandem with proposed initiatives to attract applicants
- Investigate resources needed to bring recruitment of overseas qualified nurses in-house linked to cost benefits
- Review other countries for best skill mix of nurses i.e. Scandinavia countries: Sweden, Norway and Denmark, USA, Canada in the light the Philippines are experiencing a high demand around the globe
- Continue to roll out Competency and Value Based and Unconscious Bias training and secure further resources to:
  - Build bank of experienced recruiting managers
  - Develop criteria and terms of reference i.e. interview questions selection criteria, decision-making, etc.
  - Create pooled selection panels and pilot program
- Work with equality and diversity groups and education and learning to improve retention of all protected groups

# Grow the Trust Talent Brand

- Improve the quality of recruitment and other Trust promotional material to illustrate the diversity of the workforce, career opportunities and benefits within the Trust
- Develop a unique corporate brand and job webpage
- Survey and gain feedback at the end of recruitment campaigns to evaluate effectiveness and reach
- Review and develop a standard advert template that re-enforces Trust values and highlights the benefits of working for the Trust
- Ensure appropriate marketing of Trust achievements through the local/national media and social media
- Develop marketing and PR skills of HR professionals
- Make use of technology to reach potential candidates to receive vacancies, interview reminders and updates, i.e. via SMS text messaging

# Optimise Recruitment

- Maximise the cost effectiveness and lead time of the Trust's Recruitment Process and develop the Trust's ATS to enhance the recruitment processes
- Include a central bank of all applicant details and availability on ATS and provide alternatives to applicants who have no internet access
- Embed the Pooled Recruitment Pilot and continue to roll out training to all managers on using the Trust's Competency and Values Based Interview criteria
- Streamline lead times between leavers and replacements by slotting in from pool of recruited nurses
- Ensure selection panel identifies every candidate's short and long term development needs as part of the successful candidate's Personal Development Plan for immediate implementation and incorporate into the Appraisal process.
- Encourage and support career development promotions of existing employees

# Multi-professional Education & Learning

- We now have a new Multi professional Education and Knowledge Directorate with a strong emphasis on education and learning.
- As a University Teaching hospital this needs to be evident at the recruitment, onboarding stage and throughout staff progression within the Trust
- Work in partnership with the Education & Learning team to highlight educational benefits as part of talent branding:
  - Equal Access to education and knowledge sharing
  - Use of resources
  - Analysis of education and learning needs and provision
  - Barriers to uptake
  - Career progression and leadership
  - Technology (e-recruitment and assessment criteria)

# DESIRED OUTCOMES

- The intended outcomes of the Recruitment and Retention Strategy are:
  - Trust's reputation and brand highlighted as an empowering and supportive place of work and as a deliverer of high quality care
  - Attract the right candidates and development of a high calibre workforce to ensure the continued provision of safe integrated care
  - Management of staff talent to ensure the right skill mix and supportive of their career development and ambitions
  - Management of flexible working to enable staff to have a fair worklife balance
  - Staff remain in the Trust's employment out of loyalty and commitment to the Trust's aims and objectives

**Feedback...?**