

Public - Board of Directors

Subject:	Nursing Workforce Report		Date: 21 st March 2017	
Prepared By:	Hannah Parry-Payne, Resourcing Manager			
Approved By:	Suzanne Banks, Chief Nurse			
Presented By:	Suzanne Banks, Chief Nurse			
Purpose				
A comprehensive report into the nursing workforce was requested at the February Board.			Decision	
			Approval	
			Assurance	X
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
			X	
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		X		
Risks/Issues				
Financial	Gaps in the nursing workforce results in increased agency spend.			
Patient Impact	Continuity of care is lost due to temporary cover of nursing gaps.			
Staff Impact	Improved teams with substantive staff			
Services	Potential risk of service closure if not enough nurses are available.			
Reputational	Initiatives will enable the Trust to become Employer of choice			
Committees/groups where this item has been presented before				
Nursing Taskforce Steering Group				
Executive Summary				
<p>A comprehensive report into the nursing workforce was request at the February 2017 Board.</p> <p>The report gives a breakdown of the nursing workforce over the last financial year and highlights the need to focus on recruitment to fill the gaps in the workforce.</p> <p>The report explores a number of key initiatives are taking place and decisions taken by the Nursing Taskforce Steering Group to support progress. These include:</p> <ul style="list-style-type: none"> • New branding campaign • Assessment Days • Using Social Media • Keeping Candidates Warm • Supporting existing employees who are nurses but trained outside the UK 				

Board of Directors

Report

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Date: 21st March 2017
Author: Hannah Parry-Payne, Resourcing Manager
Lead Director: Suzanne Banks, Chief Nurse

Introduction

The Nursing Workforce at Sherwood Forest Hospitals NHS Foundation Trust (SFH) makes up 30% of the total workforce. SFH currently has 18% Band 5 Registered Nurse vacancies and coupled with a high agency spend to cover these vacancies, focus on a number of initiatives have been taking place to try to recruit to fill the gap.

Over the course of a typical year there are always peaks in new recruits around September due to when newly qualified nurses join from university. SFH has good links with all local universities including Derby, Nottingham and Lincoln and regularly attends university job fairs and events to promote the Trust. Other new recruits to SFH would come from traditional advertising on Trac or NHSjobs and from open day events held every quarter.

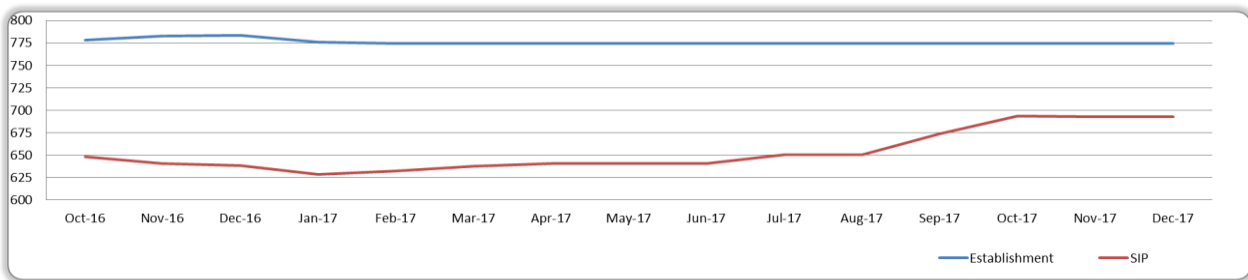
Workforce Breakdown

Below is a table showing a breakdown of the Band 5 registered nursing workforce over the last financial year 2016-17.

Tracking of Nursing Numbers											
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17
Band 5 Budget	798.55	779.40	771.01	768.30	773.61	773.73	777.95	782.43	783.63	775.59	774.71
Band 5 SIP	661.82	638.94	635.05	628.73	613.58	636.65	648.27	640.21	638.34	628.8261	632.49
Band 5 Vacancies	136.73	140.46	135.96	139.57	160.03	137.08	129.68	142.22	145.29	146.76	142.22
Band 5 Starters	8.11	9.24	7.17	5.72	4.64	2.00	25.23	5.84	3.00	8.91	11.70
Band 5 Leavers	6.45	15.55	7.63	15.13	6.87	2.56	4.69	0.51	5.19	8.84	8.34
Band 5 Turnover	0.97%	2.43%	1.20%	2.41%	1.12%	0.40%	0.72%	0.08%	0.81%	1.41%	1.32%

Trajectory

The following graph reflects Band 5 Registered Nurses and is used by the Nursing Taskforce Group (NTSG) to monitor the effect of known or potential recruitment activity against expected starters and leavers to give trajectory of the difference between budgeted establishment and Staff in Post.



Leavers

A monthly breakdown of leavers is discussed at the NTSG to review any trends in reasons for leaving or highlight any issues for further investigation. It has been requested that all resignations are also brought to the attention of the Chief Nurse so she may personally speak/meet with them.

New Branding Campaign

A marketing company called Fluid were engaged late 2016 to produce a new marketing and branding recruitment campaign for SFH. The key focus is on attracting registered nurses initially but will be updated in time to reflect the wider workforce.

- **Insight** - in December 2016 a survey was sent to all nurses to ask key questions about why they chose to work at SFH and what they would say to encourage more nurses to join. This was also replicated with a group of external nurses. The insight from these surveys has given the direction to Fluid to form the campaign focus.
- **Focus Groups** – initial branding concepts taken from the insight work was tested internally with a number of focus groups.
- **Advertising collateral** – a new suite of adverts has been produced and can be used across a range of medium such as posters, adverts, banners, pull-up displays, social media and online recruitment. These feature SFH nurses who have provided their own quotes linked to why they chose to work for the Trust.
- **Microsite** – key to new branding camping will be a new microsite that will act as a landing page for all nursing vacancies. This will give the applicant lots of information about the Trust, day in the life of a nurse, training and development, benefits, the local area and the application process.

Assessment Days

Many Trusts now use an assessment day approach to their nursing campaigns. A Selection of Trusts now doing Assessment days for band 5's and Band 2's are [Worcester](#), [Royal Free](#), [York](#) and [Cambridge](#).

SFH have already trialled this approach with Health Care Support Workers (HCSW) since October 2016 and this is now the established route to employment for new HCSW recruits.

The NTSG has agreed to pilot an assessment day approach for nurses with first one being planned for the end of April 2017, utilising the new branding highlighted above. This will result in just one advert for all nurses for this event to maximise attraction. A number of

routes will be used to advertise the day and there will be a number of assessments including introduction to the Trust, meeting key people, a required maths test, values based assessment, an interview and opportunity collect ID to speed up offers. Managers with vacancies will be expected to participate in the day and will be able to interview interested nurses for their ward/dept.

Using Social Media

The recruitment team have successfully used social media to improve the reach of nurse advertising. One example is a recent campaign for Ward 23 who had advertised several times over the previous six months with no applications. A photo of ward staff was used alongside a bespoke advert, written with the Matron. The advert received 2342 views in the 14 days it was open which is significantly higher than the 150—200 views a nurse advert would normally get. Three good quality applications were received and all three were invited to interview. One withdrew during eth process but the other two have been offered roles and are due to start shortly.

Social media is now a key part of everyday life and the recruitment team will build on this success and will use the new branding collateral to provide a presence on platforms such as Facebook, Twitter, Linked-In and others.

Keeping Candidates Warm

Because the Trust is competing with other parts of the NHS and other providers for a very shallow pool of registered nurses, it is important that we actively keep in touch with our candidates to ensure we remain their chosen employer. Also due to the length of time that can exist between offer and start date for newly qualified nurses it is again important to have this regular contact.

One key initiative about to be launched is a series of postcards, which will be sent to all nurse candidates at key intervals throughout their recruitment process. An example is in Appendix 1.

Hidden Nurses

A review of the existing workforce has highlighted that there are at least 20 employees who are trained nurses in their country of origin. In order to become Registered Nurses in the UK they would need to satisfy a number of requirements i.e. passing the English language tests, NMC computer based tests and the practical OSCE exam. The NTSG has agreed to dedicate resource to scoping how SFH can support and coach these employees to become Registered Nurses at SFH.

Recruiting from outside the UK

The Trust has carried out a number of campaigns to recruit nurses from the EU and internationally. These campaigns have had limited success and the last Filipino campaign where 64 offers were made, yielded just four new starters after 18 months. One of these recruits then failed the required observational assessment and has since left the Trust.

A review of specialist agencies who recruit from outside the UK was carried out in January

2017 to ascertain what, if anything the agencies are putting in place to solve the issue of the high level requirements mentioned above. Some respondents declined to work with SFH due to the Trust's physical location as they know it would be very hard to attract workers, as experience shows workers like to be near large cities and airports and with established communities from their home country. Others indicated there was no easy solution and all indicated a lengthy process.

The NTSG has therefore agreed to concentrate its efforts of supporting the 'hidden nurses' mentioned above instead of carrying out any specific campaigns to recruit from outside the UK. It is hoped that any success can then be marketed to attract other nurses in the same situation and would be a unique selling point for SFH.

Appendix 1



Dedicated to Outstanding careers



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