

<b>Report Title</b>	Staffing our wards in 2020/21		
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<b>Report Author</b>	Helen Cope – Interim Associate Chief Nurse Del Radway – HR Business Partner		
<b>Meeting</b>	Public Trust Board	<b>Date</b>	2 <sup>nd</sup> January 2020

### 1. Suggested discussion points *[two or three issues you consider the Board should focus on]*

As a Trust there are multiple routes to recruit local nurses into our organisation and plans nationally and internationally to attract nurses to our Trust. There remain 159.42 WTE nursing vacancies without a live offer against them.

There are three significant recruitment events planned between now and March 2020 with the intention of attracting more staff to the trust. The current trajectory would mean we had 90 WTE nursing vacancies in October 2020. The Nursing and People functions are working together to ensure that the recruitment activity is aligned to budgets, however it is the local nursing leaders who are pivotal to the success of recruiting and retaining nurses to the this Trust.

Intense work continues on the introduction of Nursing Associates who will replace band 5 nurses in the staffing numbers and positively impact the vacancy position. Work is ongoing to allocate these nursing associates and the impact will be reported to the People and OD Committee in January 20.

### 2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	X	Public Health Plan		People Plan & Education Plan	X
Quality Plan	X	Research and Development		Estates Plan	
Financial Plan	X	Digital Plan		Other <i>[specify in the paper]</i>	

### 3. Previous consideration *[where has this paper been previously discussed?]*

Trust Board. People and OD Committee

### 4. Recommendation(s)

The Trust Board is asked to:

- a. **DISCUSS** this report and the progress to date on nursing recruitment
- b. **APPROVE** the next steps and discuss whether further progress could be made with additional investment
- c. **RECEIVE** an update at the January 2020 People and OD Committee

### 5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		Risk Number(s): 114			
Board Assurance Framework		Risk Number(s): BAF 11			
Equality Impact Assessment	Is this required?	Y		N	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	If 'Y' date completed

## **SANDWELL AND WEST BIRMINGHAM NHS TRUST**

**Report to the Trust Board on 2<sup>nd</sup> January 2020**

### **Staffing our wards in 2020/21**

#### **1. INTRODUCTION**

- 1.1 It is widely acknowledged that there is a significant shortage of nurses in the United Kingdom. This shortage is having a clear impact across the country and regionally this is amplified because of the number of acute Trusts in the Black Country and Birmingham. Traditionally SWB have been successful in recruiting nurses, as our Board has been supportive in investing in innovative recruitment campaigns such as the AMBITION campaign, Australian recruitment (56 confirmed starters from 196 offers made), large in house recruitment fairs, streamlining our offer process to 24 hours and many more interventions. We wish to remain ahead of the curve and maximise the Midland Met being signed off.
- 1.2 Sandwell and West Birmingham NHS Trust is facing the same challenge with staffing as all other local and national partners. This paper hopes to demonstrate the current plans in place to increase the nurse staffing numbers for the trust. This paper is following on from the “People Matters” paper presented to Trust Board in October 2019.

#### **2 CURRENT POSITION**

- 2.1 There are currently 370wte band 5/6/7 nurse vacancies across the trust. 154.89wte of those vacancies do not have a live offer against them. This means that they still need to be recruited to and significant work needs to take place to increase our attraction and branding strategy.
- 2.2 By October 2020 it is anticipated that 578 members of staff potentially will retire from the Trust. This is referred to in another board paper. 202 of these colleagues hold a current PIN / Nursing Registration. We would expect a number of these to retire and return in to a different role. This is being supported through the work being led on Flexible Working Opportunities by the People function. Medicine group recently held a successful ‘Flexible Working’ themed recruitment event, making 25 nursing offers as a result. This is reference in the retention paper that breaks down all leavers via theme.
- 2.3 Our current turnover rate for nursing is 11.5%. This has reduced over the past 18 months from 13.7% and there is work ongoing to ensure that turnover does not increase. The NHS People Plan has announced increase support on nursing retention as part of their post election offer. More information should be known in early 2020. It is expected that there will be additional focus from NHSI and other regulatory bodies on nursing retention. Currently around 11 nurses leave the Trust per month. This needs to reduce dramatically in order to ‘stand still’ with the number of nurses who are due to retire.

- 2.4 If both 2.2. and 2.3 worsen then the Trust may need to recruit 397.93 WTE nurses by October 2020 to achieve the safe established staffing level. This assumes that all nurses who are at the age of retirement would leave the Trust. This is highly unlikely and a worst case scenario.
- 2.5 Currently there are 159 nurses detailed on the “recruitment in progress list”. This means there is a live offer against the vacancy. From these, 25 have a confirmed start date for January or February 2020. From the remainder, 66 are students, 55 are due to qualify in July 2020 and 11 have already qualified and are awaiting a start date. The remainder have projected start dates between now and April 2020.
- 2.6 35 Trainee Nurse Associates have been recruited to commence their training in February 2020 with another 75 planned for June 2020. The trajectory of 75 for the January start has not been reached however there is ongoing work and the cohort continues to increase daily. It is hoped that by the start of programme we will have confirmed 50 nurse associates. There are 26 already on programme with finish dates in late 2020 and early 2021. The intention is that the nurse associates will replace a band 5 nurse vacancy. Group Directors of Nursing will need to ensure that these roles are managed closely to ensure no double count of temporary spend. There is ongoing work to allocate nurse associates against a band 5 nurse vacancy, this will be completed by 6<sup>th</sup> January. The People and OD Committee will receive an update on how this affects the over nursing vacancy position.

*The creation of one pay spine for Health Care Assistants in Band 2/3 during 2019 is creating the pipeline of new nursing associates. These will be supplemented by promoting apprenticeships at this level to encourage learning and academic knowledge from the outset of employment.*

### **3 THE PLAN – getting to 90 vacancies by October 2020**

- 3.1 The Trust currently has 157 WTE nursing vacancies ‘without a plan’. An average of 11 nurses leave per month, and we predict around 50 drop outs from the current activity. This would leave us at 273 WTE nursing vacancies in October 2020 if we do not take the actions outlined below. The interventions must be led at the highest level and ward managers take a keen and active interest in promoting their areas and inducting and retaining their new starters and students
- 3.2 Over the next 12 months the recruitment campaign will continue and must increase. Nursing leaders are attending two national events within the next 3 months at RCN Recruitment Fairs. Based on previous attendance at these events it is expected 50 job offers will be made with 30 of those converting into nurses starting their employment with us.
- 3.3 A Trust wide recruitment event is to be held on the 18<sup>th</sup> January at Birmingham Treatment Centre. Based on previous attendance at these events it is expected 80 job offers will be made with at least 50 of those converting into employment with us. This event is being supported with a local radio and social media campaign, and will be themed around the work the Trust is doing on well-being. The event is also promoting Midland Met as a recruitment tool in the branding.

- 3.4 150 students who have been on placement with us here at SWB are due to complete their training and obtain their PIN in September 2020. Guaranteed job offers have already been given to these students. Based on previous cohorts completing this will convert to 75 commencing employment with us from September onwards. Further work needs to be done to increase the conversion rate from 50% This will involve some independent focus groups with the students to ascertain why student nurses are choosing to take up roles at other Trusts. This will be led by the Associate Chief Nurse and the Nursing Education Team.
- 3.5 International recruitment remains part of the wider recruitment plan. Health Education England has a programme in place which could be utilised with the same outcome as the Australian recruitment. The HEE programme has a lead time of around 6-9 months. The programme has the capability to provide 100 nurses to this organisation which could start in 2021 and be a key part of our 2021/22 recruitment campaign before Midland Met.
- 3.6 The Trust could also consider going to Australia again in the spring. This could generate between over 100 offers with 50-70 converting to starting based on the 2019 campaign and would build on the work already taking place. The cost would be approx. £35k for the event which includes access to three large recruitment fairs in the main Australian cities and sending three members of staff to recruit. There is significant learning from the 2019 campaign and this would be a good option for the Trust Board to consider.

#### **4 NEXT STEPS – to get to 90 WTE nursing vacancies or less by October 2020**

- 4.1 To make offers to an average of 35 nurses each month during 2020 with increased advertising, paid social media recruitment and increased clinical focus.
- 4.2 Review every offer that was made and not converted for Q3 of 2019 and follow up from a senior nurse within the clinical group, to see if offer could still be converted in to a new starter. This would also need to identify any themes for learning, e.g. flexible working, knowledge of the speciality, employee benefits etc.
- 4.3 A review of the HEE programme for international recruitment, with a plan to utilise and plan for the end of 2020. Work closely with HEE and offer to be a vanguard or pilot.
- 4.4 Consider taking a recruitment team to Australia in 2020 to make offers to Australian nurses, implementing the learning from the 2019 campaign. Consider working with other Black Country Trust on a joint visit, Dudley have made enquiries.
- 4.5 Continue with the recruitment and training of Nursing Associates and the People and OD Committee to receive an update on allocations to band 5 nurse vacancies at their January 2020 meeting. GDON's to maintain a tight grip on band 5 vacancy numbers to ensure there is no double count on temporary spend. (e.g booking an agency nurse to cover skill mix on a shift where nursing associates are in the staffing numbers).

- 4.6 Consider additional investment in a recruitment brand refresh that has been started with TMP Worldwide who developed the 'Ambition' Branding. This will involve independent focus groups, investment in refreshing the external website [www.swbhjobs.co.uk](http://www.swbhjobs.co.uk), refreshing all of the materials to include Midland Met, investing in social media campaigns and paid google advertising and search words and other media such as the radio campaign. Twitter, LinkedIn and Facebook are included in the support offered by our internal communications team.

## 5 RECOMMENDATIONS

5.1 The Trust Board are asked to:

1. **Discuss** this report and the progress to date on nursing recruitment
2. **Note** the nuances in nursing associate impact on band 5 nurse vacancies
3. **Approve** the next steps and discuss whether further progress could be made with additional investment to get to 90 WTE nursing vacancies by October 2020
4. **Receive** an update at the January 2020 People and OD Committee with further assurances on the October commitment.

Helen Cope, Interim Associate Chief Nurse.

Del Radway, Human Resources Business Partner and Recruitment Lead

29<sup>th</sup> December 2019.