

Report Title	Working towards full staffing – scorecard and nursing statistics		
Sponsoring Executive	Raffaella Goodby Director of People and Organisation Development		
Report Author	Amir Ali – Acting Head of Resourcing Michelle Jarrott – Recruitment Manager		
Meeting	Public Trust Board	Date	3 rd September 2020

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

The Board have previously discussed nursing vacancies in preparation for delivering the winter plan and to ensure we are placed well in the recruitment market regionally, nationally and internationally. Every month the board see a scorecard in the CEO report annexe.

Vacancy management was also a primary focus for the clinical group reviews in July and has been a key focus of the people and OD committee for workforce assurance, and the Board as an underlying approach to effective governance and safety. Each group presented its forward trajectory with emphasis on Band 5 nurse vacancies.

This paper provides an update on progress made in filling existing nursing and midwifery vacancies with trajectories to October 2020 along with additional measures being explored in partnership with the Corporate Nursing Team including international recruitment and the recruitment of nursing associates who are placed in B5 nurse vacancies. The nursing team then make professional assessments on safety. At the September clinical group reviews there will be an assessment against the 'vacancy factor' required to meet the Trust's financial targets.

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 & Development		Estates Plan	
Financial Plan	X	Digital Plan		Other [specify in the paper]	

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

Trust Board, People and OD Committee, Clinical Leadership Executive

4. Recommendation(s)

The Public Trust Board is asked to:

- a. **NOTE** the recruitment update presented in this paper
- b. **DISCUSS** additional measures to be taken in order to achieve full staffing ambitions
- c. **RECEIVE** a financial update following the September clinical reviews .

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

Trust Risk Register		Risk 114				
Board Assurance Framework		SBAF 11				
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM NHS TRUST

Report to the Public Trust Board: September 2020

A spotlight on Nursing Recruitment

Introduction

Every month the board see the number of vacancies in an annex appended to the Chief Executive's report. This information is sent to the Chief Executive twice a week, and is discussed in depth, in terms of assurance, at the People and OD Board Committee. This annex is contained in annex 1. The board have asked for a focus on nurse staffing, both highlighted in the annual governance statement to be assured against the NHSI Safeguards Toolkit, and to ensure that the board are sighted on the recruitment campaigns, the vacancies in clinical areas, and to be assured that the Trust are making use of the new roles being developed, such as the nursing associate role apprenticeship. As of 28th August there were 621.67 WTE (whole time equivalent) vacancies.

1. Number of nursing vacancies that are being advertised / in progress - 277.37 WTE

Sum of WTE	Column Labels					
Row Labels	Band 5	Band 6	Band 7	Band 8a	Band 8b	Grand Total
Corporate		1			1	2
Corporate Nursing Services					1	1
Medical Directors Office		1				1
Medicine & Emergency Care	110.66	25.08	4		2	141.74
Admitted Care	11	3				14
Admitted Care A	19.32	7	1		2	29.32
Admitted Care B	38.05					38.05
Emergency Care	42.29	15.08	3			60.37
Primary Care, Community and Therapies	13	2	2.2	2		19.2
Ambulatory Therapies			0.2			0.2
Community Medicine	1	2				3
iBeds	2					2
iCares	10		2	2		14
Surgical Services	45.11	25.14		3		73.25
Anaesthetics, Pain Mgt and Critical Care	5.2			3		8.2
General Surgery	25.49					25.49
Ophthalmology	2.51	1				3.51
Theatres	11.91	24.14				36.05
Women & Child Health	13.58	22.6	3	1	1	41.18
Acute & Community Paediatrics	13.58	9.68	3			26.26
Maternity & Perinatal Medicine		12.92		1	1	14.92
Grand Total	182.35	75.82	9.2	6	4	277.37

The Board see the number of vacancies every month, currently the total number of WTE Band 5+ vacancies in Nursing and Midwifery waiting to be filled are 303.65, and out of these 277.37 are at various stages of the recruitment process (i.e. advert, shortlisting or interview stage). The table below shows the WTE vacancies in progress, which are further broken down by band, clinical group and clinical area/department. (There are 37.9 WTE vacancies for doctors).

2. Starters and leavers in each group and clinical area/department, broken down by month
- April - October 2020

2.1 April 2020

Count of WTE Appointed	Column Labels								
Row Labels	Band 2	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Starters	Leavers
Corporate			3	1			1	5	1
Corporate Nursing Services			2	1			1	4	
Medical Directors Office			1					1	
Medicine & Emergency Care		8	3					11	6
Admitted Care		5	2					7	
Awaiting Ward Allocation			1					1	
Emergency Care		3						3	
Other		1						1	
Cross Directorate*		1						1	
Primary Care, Community and Therapies			2					2	4
Community Medicine			1					1	
iBeds			1					1	
Surgical Services	1	7	1	1				10	5
Anaesthetics, Pain Mgt and Critical Care		3		1				4	
General Surgery	1	3						4	
Ophthalmology		1						1	
Theatres			1					1	
Women & Child Health		3	1	4	2	1		11	9
Acute & Community Paediatrics		2		3				5	
Gynaecology, Gynae-Oncology					1			1	
Maternity & Perinatal Medicine		1	1	1	1	1		5	
Starters	1	19	10	6	2	1	1	40	25

2.2 May 2020

Count of WTE Appointed		Column Labels			
Row Labels	Band 5	Band 6	Band 7	Starters	Leavers
Corporate			2	2	1
Corporate Nursing Services			1	1	
Operations			1	1	
Medicine & Emergency Care	4	1	1	6	9
Admitted Care	1	1	1	3	
Emergency Care	3			3	
Primary Care, Community and Therapies	1	1	1	3	5
iBeds	1		1	2	
iCares		1		1	
Surgical Services	1	1		2	4
Theatres	1	1		2	
Women & Child Health	5	1		6	5
Acute & Community Paediatrics	2			2	
Maternity & Perinatal Medicine	3	1		4	
Starters	11	4	4	19	24

2.3 June 2020

Count of WTE Appointed		Column Labels					Starters	Leavers
Row Labels	Band 2	Band 5	Band 6	Band 7	Band 8a	Band 8d		
Corporate		1				1	2	2
Corporate Nursing Services						1	1	
Operations		1					1	
Imaging			1				1	0
Interventional Radiology			1				1	
Medicine & Emergency Care		1	3	2			6	3
Admitted Care				1			1	
Admitted Care A			2				2	
Admitted Care B			1				1	
Emergency Care		1		1			2	
Primary Care, Community and Therapies		6	3		1		10	2
Ambulatory Therapies		1	1				2	
Community Medicine		2			1		3	
iBeds		3					3	
iCares			2				2	
Surgical Services	1	5	3				9	2
Anaesthetics, Pain Mgt and Critical Care		2	2				4	

General Surgery	1						1	
Theatres		3	1				4	
Women & Child Health		3		2			5	5
Acute & Community Paediatrics		2					2	
Maternity & Perinatal Medicine		1		2			3	
Starters	1	16	10	4	1	1	33	14

2.4 July 2020

Count of WTE Appointed	Column Labels							
Row Labels	Band 3	Band 5	Band 6	Band 7	Band 8a	VSM	Starters	Leavers
Corporate					1	1	2	0
Strategy & Governance					1	1	2	
Medicine & Emergency Care	1	3	1	2			7	3
Admitted Care		2					2	
Admitted Care B	1	1	1				3	
Emergency Care				2			2	
Primary Care, Community and Therapies	1	4	2	2			9	6
Ambulatory Therapies			2	2			4	
Community Medicine		1					1	
iBeds	1	2					3	
iCares		1					1	
Surgical Services		3					3	1
Anaesthetics, Pain Mgt and Critical Care		2					2	
Theatres		1					1	
Women & Child Health		2		2			4	4
Gynaecology, Gynae-Oncology		1		1			2	
Maternity & Perinatal Medicine		1		1			2	
Starters	2	12	3	6	1	1	25	14

2.5 August 2020

Count of WTE Appointed	Column Labels						
Row Labels	Band 3	Band 5	Band 6	Band 7	Band 8b	Starters	Leavers
Corporate			1			1	1
Medical Directors Office			1			1	
Medicine & Emergency Care	3	27	5			35	3
Admitted Care		1				1	
Admitted Care A	2	4	3			9	

Admitted Care B	1	10	1			12	
Emergency Care		12	1			13	
Primary Care, Community and Therapies	1	6	5	3		15	3
Ambulatory Therapies		1	1	2		4	
Community Medicine		1				1	
iBeds	1					1	
iCares		4	4	1		9	
Surgical Services		21				21	5
Anaesthetics, Pain Mgt and Critical Care		6				6	
General Surgery		13				13	
Theatres		2				2	
Women & Child Health		11	1	2	1	15	9
Acute & Community Paediatrics		7	1			8	
Gynaecology, Gynae-Oncology		2				2	
Maternity & Perinatal Medicine		2		2	1	5	
Starters	4	65	12	5	1	87	21

2.6 September 2020

Count of WTE Appointed	Column Labels					
Row Labels	Band 5	Band 6	Band 7	Band 8b	Starters	Leavers
Corporate			2		2	3
Corporate Nursing Services			1		1	
Operations			1		1	
Medicine & Emergency Care	3	2	1		6	3
Admitted Care A		1			1	
Emergency Care	3	1	1		5	
Primary Care, Community and Therapies		3	1		4	1
Ambulatory Therapies		1			1	
iBeds		1			1	
iCares		1	1		2	
Surgical Services	1				1	5
Ophthalmology	1				1	
Women & Child Health	1		1	1	3	3
Acute & Community Paediatrics	1		1		2	
Maternity & Perinatal Medicine				1	1	
Starters	5	5	5	1	16	15

2.7 October 2020

Count of WTE Appointed	Column Labels				
Row Labels	Band 5	Band 8a	Band 8b	Starters	Leavers
Medicine & Emergency Care		1		1	0
Admitted Care A		1		1	
Primary Care, Community and Therapies	1			1	1
iBeds	1			1	
Surgical Services				0	1
Women & Child Health			1	1	2
Maternity & Perinatal Medicine			1	1	
Starters	1	1	1	3	4

**The leavers data for August, September and October is based on the information that has been submitted to ESR date and may be subject to change.*

- This paper also provides an update on the nursing recruitment pipeline including a plan for the nursing associates, current nursing recruitment campaigns and overseas recruitment.

3.1 Nursing Associates

Corporate Nursing have a dedicated team who support with the recruitment of Nursing Associate Apprentices (Trainee Nursing Associates). They have many pipelines for attraction to the programme which include; external recruitment via jobs websites, internal recruitment for our own staff through other apprenticeship access courses and recruitment through the work experience routes that they support at two of the local colleges. Furthermore, Nurse Associate recruitment is always included in any nurse recruitment event that is organised by the Trust. The Trust works closely with the local AEI's recruitment events to be part of those too and consequently have been praised by the local AEI's and the NMC for our recruitment process and the fairness of it for all who apply.

The Trust currently has 65 Nurse Associates on the programme. Since September 2018 a total of 66 have commenced on the programme and so this is an excellent retention rate for the Trust and the AEI's we use. We have 5 of the Nurse Associates due to qualify in September 2020, which will be an excellent addition to our workforce.

3.2 Current nursing recruitment campaigns

There are currently two active nurse recruitment campaigns that have been running online, the Theatres nurse recruitment for Surgical Services and the Medicine and Emergency Care nurse

recruitment. The campaigns have had a good response to the virtual recruitment events that have allowed for preliminary discussions with candidates as well as online interviews. Both Medicine and Emergency Care and Surgical Services have recruited to various nursing specialities due to rolling adverts and consequently have recruited a number of nurses that have started throughout July and August with some start dates confirmed for September as shown above. For example, in June 2020, Medicine and Emergency Care had 95 nursing vacancies and as a result of rolling adverts and following constant reviewing of the vacancy position, they have taken on 43 nursing staff who will all have started by the end of September, reducing the vacancy rate to 52. It is pertinent to note that this number does not include the nurses that will have been recruited as a result of the latest online campaign.

Data for the Theatres and Medicine and Emergency Care campaigns will be available in next month's report as these are currently at interview stage.

In order to plan for any future Covid surges and ensure that the groups have appropriate staffing during the winter, it was important for them to think outside the box and pledge that recruitment continued in a supportive and socially distanced manner throughout the pandemic, which they did. Consequently, Medicine and Emergency Care and Theatres created an environment where candidates had the opportunity to book virtual coffees chats with nursing leads, PDNs and HR to provide potential applicants with a flavor of what working for the Trust would be like.

3.3 Overseas nurse recruitment update

The Trust is working in partnership with Health Sector Talent (HST) for overseas recruitment and as part of the 2020 campaign they have guaranteed 100 nurses as part of the agreement. HST are the company that the Trust went out to Australia with in March 2019. The tables below provide an update on the Australia March 2019 campaign and also the online UAE and Australia campaign 2020.

Now that travel restrictions are starting to be lifted and embassies are opening for issuing visas, the plan is to start bringing nurses over in the next few months in readiness for the winter. Nurses will arrive in cohorts so that they can be supported with their OSCE to meet NMC and the Home Office visa requirements.

3.3.1 HST Overseas Australia March 2019

Offers made – 190 initial offers made (across 4 cities), 14 nurses have already started, 28 are in progress and awaiting start dates, 10 have postponed their start date until more about Covid is known, 14 have become unresponsive and 4 have a confirmed start date. (46 nurses are coming or already have started, in addition 10 have postponed, 14 are still being chased)

3.3.2 HST Overseas online Campaign - UAE and Australia Launched April 2020

Total Number of applications	351
Total Number of eligible applications	147
Total interviews completed to date	59
Total interviews reviewed to date	46
Total interviews waiting to be reviewed	13
Total interviews due to be completed	4

Offers made to date	35
Offers accepted to date	19
Offers pending acceptance to date	7
Offers declined to date	9
Compliance started	14
Completed compliance	1

4. Nursing starters and leavers comparison from 2019 and 2020

Total Starters - April - Oct 2019	351.01
Total Starters - April - Oct 2020	316.69

Total Leavers - April - Oct 2019	133.52
Total Leavers - April - Oct 2020	96.66

Recommendations:

The Trust Board is asked to:

- 1) Consider the recruitment annex and update presented in this paper
- 2) Discuss additional measures and best practice elsewhere that could and should be considered

- 3) Receive an update at a future board on financial impact of vacancy factor from clinical groups.

Annex 1

INDICATOR	APR 20	MAY 20	JUN 20	JUL 20	AUG 20	SEPT 20
Position FTE	7012.66	7136.28	7190.51	7247.62	7245.45	
No of vacant posts within the Trust	537.29	527.23	504.71	580.35	621.67	
No. of vacant WTE in active recruitment	197.44	246.1	345.39	434.06	293.57	
No. not in advert at end of reporting period (2 day processing)	0	0	0	1	0	
No. at advert on NHS jobs	49.24	83.24	104.49	128.91	138.60	
No. at conditional offer stage	147.44	148.78	188.97	265.38	208.73	
No at unconditional offer stage	127.26	174.3	145.25	68.84	62.87	
No. withdrawn	0	4	2	12	0	
No of New Starters	149.69	167.68	84.17	54.99	161.7 + 318 DiT	
No of Leavers	74.09	33	44.02	75.04	245.29	
No of new activity requests received in reporting period	194	133	469	311		

New activity requests include:

- **109 advert requests**
- **95 Conditional Offer made**

Comments:

- **249.64 candidates with a confirmed start date from 01.08.2020**
- **271.60 candidates currently going through the recruitment process awaiting pre-employment clearances and confirmation of a start date**
- **86.16 wte cleared in August**
- **DiT = Doctors in Training/rotation**