RECRUITMENT AND RETENTION STRATEGY

2015-2018
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1. INTRODUCTION

The NHS is undergoing the most significant period of change that has been seen and remains constantly in the spotlight. Recruitment and retention of good staff remains a challenge ensuring the organisation meets key targets but is nimble enough to meet future agendas for health and social care as articulated in the five year future view.

Any strategy for sustaining and innovating the workforce must reflect lessons learnt from national reports or investigations where staffing has been the focus ie Francis Report and Cavendish review. The strategy articulates how we will develop the recruitment and retention of quality staff who exhibit the key skills, experience, values and beliefs to undertake their job roles effectively, whilst demonstrating their ability to deliver compassionate holistic care.

Northern Devon Healthcare NHS Trust (NDHCT) needs to increase substantive staff numbers in some areas in order to ensure establishments meet safer staffing standards to eliminate reliance on the variable workforce and in particular agency staff and improve how it retains, manages and develops its existing workforce. As such it is suggested that a strategy cannot rely on traditional models as it’s a time to be bold and innovative with a mandate that supports new ways of working.

The demographic realities of an ageing workforce and increasingly attractive career opportunities outside the NHS or the immediate Devon locality, make the recruitment and retention of staff one of the biggest challenges the NHS faces nationally but further exacerbated by our location and demographics.

Due to our integrated models of care and reputation as an employer NDHCT has a unique and vital role to play in providing high quality patient care and improving the health and wellbeing of the local community. We consider that a workforce who represents the local community is pivotal in creating an inclusive environment, in which we can continue to ensure the highest standards and quality of health care provision.

The Trust will work in partnership with local organisations such as Job Centre Plus, Schools, The National Apprentice scheme, FE colleges and Universities in developing the skills of the local community and, bringing them into employment locally, we will continue to utilise schemes such as Apprenticeships and widening access models, providing knowledge and qualifications along with work experience.

This document sets out the strategic direction in which the Trust will work towards recruiting and retaining the best skilled and dedicated workforce who are signed up to our values. This will be further supported by a detailed action plan and a rewards and recognition strategy to be ratified in October 2015.

Strategic Objectives
The Trust’s strategic objectives are reviewed by the Board on an annual basis. This paper supports the achievement of the following strategic objectives:

| X | Highest quality | X | Flexible & multi-skilled workforce |
| X | Sustainable services | X | Efficient & effective |
| X | Integrated health & social care | X | Local provider of choice |

Principal Risks
The Trust’s principal risks have been identified through the Trust’s risk management processes. They are updated as they are identified by the Risk Management Committee. This paper supports the mitigation of the following principal risks:

| X | Financial planning & management | Clinical records management |
| X | Strategic & business planning | X | Leadership & management |
| X | Workforce numbers | Unsafe behaviour |
| X | Workforce skills | External demands |
| X | Procedural management | X | Partnership arrangements |
| X | Equipment & facilities arrangements | Communication |
1.0 Why we need a strategy

The shortage of applicants with the right skills, abilities and experience in many professions has created a more competitive market, coupled with a aging workforce and increasing turnover due to retirement. The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills. Therefore, an effective recruitment and retention strategy that complements the Trusts workforce strategy and Trust objectives and vision is essential.

Nationally the percentage of staff who would recommend their organisation to friends and family as a place to work is 62%, whilst the percentage who would not recommend their organisation is 19%. Northern Devon Healthcare Trust was better than average here, with 72% and 12% respectively and identified as one of the top 40 acute providers to work for.

Nationally the percentage of staff who would recommend their organisation to friends and family in need of care/treatment is 76%, whilst the percentage who would not recommend their organisation is 8%. Northern Devon Healthcare Trust was again better than average, with 79% and 4% respectively.

However, The Trust is at significant risk due to the inability to attract, recruit and retain a high calibre and skilled workforce in areas which are hard to recruit to e.g. medical staff, registered nurses and therapists. This recruitment and retention Strategy will aid in informing actions to be implemented to mitigate these risks.

1.1 Strategic Direction and Context - Intended Outcomes of the Strategy

This document outlines the strategic direction in respect of the Recruitment and Retention initiatives within the Trust over the next three years. It provides guidance on key objectives and in addition provides a summary of the activities that are currently being undertaken in support of that direction as well as highlight how some of these will be further developed over the course of the Strategy period.

The Strategy compliments and should be read in conjunction with other Trust Strategies such as the People, Reward and recognition, and Health and Well Being Strategies as well as the broader NHS Strategies.

The intended outcomes of this strategy are as follows:

1. NDHCT will recruit high calibre healthcare professionals to ensure the provision of safe integrated care and high level clinical services within the acute, community and specialist environments.

2. NDHCT will manage talent effectively so that it always has the right staff and skill mix to be able to respond speedily and effectively to necessary changes.

3. Staff work effectively in their roles and find their working life with NDHCT to be an enjoyable and rewarding experience. Flexible patterns of work are encouraged and managed in the context of Trust objectives

4. Staff do not leave NDHCT because of failings in relation to their working conditions and the quality of their working experience

5. Staff are loyal to NDHCT, understand and are committed to its aims.
6. High performing staff become the norm for NDHCT through its approach to the recruitment, development, rewarding and retention of staff.

7. Poor performers are equally managed through the Trust supportive policy frameworks such as the Capability Policy to ensure improved performance or that this is appropriately managed.

1.2 Key objectives of the Strategy

- Reduce the Trusts dependency on bank staff and eliminate reliance on agency, reducing overall workforce costs as well as ensure the provision of consistent high quality care.
- Continue to raise the profile of the Trust as the place to work and be treated.
- Ensure a regular and consistent flow of both registered and unregistered healthcare workers to meet vacancy needs as a result of on-going recruitment based on turnover and service demand.
- Continue to recruit internationally where relevant and appropriate to complement other UK and more local recruitment campaigns and initiatives.
- Maximise cost effectiveness of Recruitment Advertising and use of multimedia platforms.
- Establish the NDHCT Brand amongst key audiences.
- Developing Trust E-Recruitment Capacity and Capability.
- In response to LIA Feedback improve the efficiency and dispel perception of the recruitment process being lengthy and with unnecessary delays.
- Reduce the time taken to recruit and fill a vacancy.
- Develop new and innovative new ways of working, re or up-skilling existing workforce whilst flexing our workforce to deliver care in different ways and in different settings.
- Monitor recruitment activity and outcomes and produce management information to illustrate such activity in partnership with recruitment and workforce information teams.
- Improving overall job satisfaction for our staff through regular opportunities for feedback.
- valuing and developing our staff their working environment.
- Improving our retention rates.

2. ATTRACTION STRATEGY

2.1 Building a Professional Reputation

In order to enhance our reputation as an Employer of Choice support a positive image within the local community and the wider population, NDHCT must maintain a professional, co-ordinated approach to recruitment and Retention.

We will:

- Develop an annual recruitment planner (Gant Chart) which is proactive and has a co-ordinated sustainable flow of candidates within the recruitment processes linked to the Trust’s Workforce Plans focussing on Directorate demand.
- Improve service standards throughout recruitment processes by evaluating selected recruitment campaigns. We will survey applicants at the end of campaigns and obtain feedback from recruiting managers and new starters. The results will be evaluated and presented to WODC and the process revised appropriately.
- Develop, review and promote a standard advert template and recruitment brand that will re-enforce the values of the Trust.
- The Trust uses the NHS jobs site to advertise all its vacancies, there will be wider and appropriate marketing of roles beyond NHS Jobs and locally within communities.
- Develop a recruitment and working for NDHT website that show cases NDHCT as an employer of
choice.
- Improve the quality and presentation of recruitment materials and develop literature regarding career opportunities.
- Improve national visibility and NDHT brand across the NHS.
- Recognise that effective recruitment and retention of staff is based on reputation as a good employer and as an organisation, which acts professionally in all of its activities.
- Ensure exemplary activity in respect of employment law and employment practices, in particular our recruitment processes and our approach to the support, development and management of staff by ensuring effective HR support and input that ‘adds value’ to the organisation.
- Ensure appropriate marketing of our achievements.
- Continue to develop a strong distinctive brand, which differentiates us from other NHS and non NHS organisations.
- Developing an efficient and effective Temporary staffing service that meets the needs of the organisation.
- Explore ways in which potential candidates can be sent details of job vacancies and interviews directly into their email accounts and/or to their mobile phones via SMS text messaging enhancing what is now available via NHS jobs.

2.2 Enhancing recruitment processes
NDHCT will deliver robust values based recruitment that ensures the right skill mix is secured and maintained.

There are a number of actions that will be undertaken to enhance the current recruitment process. Systems can be introduced that will better support managers throughout the recruitment process, reduce the admin burden and minimise bottlenecks in the system.

Streamlining Pre-appointment checks in line with streamlining project in London and working with NHS Employers to ensure the NHS Check Standards are practicable and relevant, NDHT will be one of three NHS Trust leading the south west streamlining project.

Additional actions include:
- Review recruitment and workforce structures to give greater emphasis on Talent and succession.
- Review processes and develop performance indicators to ensure time-scales are minimised.
- Recruitment will be managed as a streamlined process to minimise the possibility of loss of good candidates to other organisations and to optimise the future relationship between the successful candidate and NDHCT.
- Time to recruit will be a key performance indicator.
- Ensure full and effective utilisation of IT systems such as NHS Jobs and ESR to streamline the recruitment processes wherever possible and ensure consistency in approach.
- The use of values based assessments through the recruitment process.
- Continue to provide recruitment and selection training for managers and all staff involved in the recruitment process.
- Establish a system to utilise good candidates who have been interviewed but not appointed in the first instance. When similar jobs become vacant this database of staff can be managed via a waiting list system used before going out to advert.
- Specific campaigns will be run frequently by NDHCT
- Ensure that jobs are well designed innovative and attractive, the following work will be undertaken:
  - guidance on job design for managers
Undertake a review of all vacancies that are not filled and those that are vacated in a year to ensure jobs are designed well.

Take learning from the pan London streamlining pilot and process review. ‘Hard to fill’ areas may need a more flexible/local approach to their recruitment processes, although consistency and fairness must remain priority.

2.3 Recruitment Challenges

NDHCT currently faces challenges recruiting the following staff groups:

- Medical Staff
- Registered Nurses all areas
- Support workers in many community settings
- Therapists across all specialties
- Healthcare Scientists

These ‘hard to recruit’ areas will be given priority when running recruitment campaigns.

2.4 Innovative Recruitment Solutions - Improving the way we advertise

There is a need to raise the profile of the Trust and a need to develop greater branding of NDHCT, more sophisticated advertising through a multi media approach would take the brand to more potential applicants, however the brand needs to ensure the unique selling points are conveyed together with establishing NDHCT as the employer of choice not just in Devon but nationally.

Detailed below are strategies the Trust will employ to get better value for money and improve the effectiveness of advertising:

- NHS Jobs provides NHS organisations with a cost-effective approach to recruitment advertising. NDHCT will advertise all posts on the NHS Jobs. However NHS Jobs alone will not attract the significant caliber of applicants we aspire to therefore the following media will be considered
  - Job fairs
  - Open days,
  - Recruitment microsites
  - on-line advertising campaigns
  - digital media
  - Professional Networking
  - ‘live’ job chat forums
  - Work Shadowing
  - Social Media
    - Face Book
    - Twitter
    - Linkdin
  - Text alerts
  - Web banners
  - Work experience
  - Internships and placements
Any such recruitment activity must be followed up to track candidates through which will require an intelligent engagement and communication database to track those who attend interviews and/or interact with the Trust through multi-media. Over time this will allow the Trust to build its own database of potential candidates, and a candidates news round up so they are aware of NDHCT successes.

The Trust will continue to run corporate generic recruitment campaigns at regular intervals throughout the year to ensure a regular supply of potential candidates to fill on-going/anticipated vacancies and establish an on-going presence in the job market place. A timeline of workforce flow and demand will be agreed and monitored to establish targetted recruitment based on flow.

A recruitment website which promotes the Trust as an employer will be developed and all adverts will point to this site where information about the organisation will be promoted. This will link to the Trust’s jobs on the NHS jobs site on all social media presence as well as being a live platform to showcase NDHCT.

Develop a strong brand for all adverts that will re-enforce the values of the Trust supported by a recruiting for success guide; also agree a NDHCT brochure that gives an overview of the organisation and details the benefits.

2.5 Targeted Recruitment Campaigns

For those areas which have a high vacancy rate due to national shortages we will run focussed campaigns agreed by recruiting managers who will own the activity.

These could include:

- Development of a recruitment microsite
- Vacancy and Directorate specific recruitment literature
- Ensuring a Trust presence at profession specific events
- Continued Social Media presence
- Open Days for specific professions or Divisions
- Employee case studies

2.6 Develop the organisation as a socially inclusive employer

The Trust is will ensure all local groups have equal access to opportunities of employment within the organisation.

Set out below are the key strategies the Trust will employ to address the recruitment problems within the organisation and improve the effectiveness of recruitment within the Trust. The priorities listed are not in any order of priority but are all informed and support the overall strategic direction of the Trust.

- Promote the Trust as an employer of choice within the local area.
• Continue to recruit through the Apprentice and Project Search Schemes
• Benchmark and recognition as an employer such as Stonewall and mindful employer.
• Establish a volunteer programme and other initiatives

2.7 Engaging the Local Community/labour market.

The Trust is aware that a workforce which is representative of its local community can build trust and confidence among patients and provide better quality care.

The Trust is must develop a workforce which represents the community it serves at every level. By developing initiatives which will actively encourage local residents to come to work for the Trust, we can develop a workforce which is more representative of the local community.

There is common misconception that careers within the NHS comprise of clinical roles only, this misconception will be addressed and the full extent/range of employment offered by NDHCT will be marketed.

2.8 Engaging with Academic Institutions

The Trust will continue to engage with academic institutions such as schools, colleges and universities in the area by attending careers events and job fairs both locally and nationally where appropriate, providing information about working for NDHCT.

Partnerships between local Universities and the establishment of a care academy with local FE college will further enhance the presence of NDHCT in the labour market, promoting careers within the NHS and inspiring college and university leavers to consider healthcare as a serious career choice thus engaging with the potential younger workforce and ensuring a future workforce pipeline.

The care academy will be a key programme to support the inclusion of internships and apprentices.

2.9 Maintaining links with Jobcentre Plus

Work with Job Centre Plus to utilise employment schemes to recruit the long term unemployed to suitable positions and/or target job seekers who may wish to work within NDHCT need to be built upon.

It is essential for NDHCT to maintain good relationships with local Jobcentre Plus and other specific agencies whose aims are to support recruitment into the health and care sector of the local economy, and in particular get people back into work.

2.10 National and International Recruitment Markets

The Trust will continue to explore the viability of recruiting nationally and internationally, however this is a costly and time consuming process. The benefits of such an undertaking will be thoroughly evaluated and other local and national initiatives explored prior to approval. Currently there is agreement of EU recruitment 6 monthly although this will be cost sensitively reviewed.

2.11 Return to Practice

The Trust will continue to promote this initiative which encourages return to practice of nurses, health visitors and AHP’s.

Access to accredited programmes are funded through HESW and will be accessed by NDHCT through three annual cohorts.
Clinical areas will need to support these placements in addition to normal student activity. Return to practice opportunities will be directly recruited by the Trust with a commitment to substantive employment.

2.12 HCA Secondment to Nursing/Midwifery Degrees
Seconding HCAs from their substantive posts to salary supported student status. The manager can recruit into the vacant post as the HCA will be seconded for three years, however funding and approval for such a model will need a full business case prior to approval.

The successful candidates will be recruited to substantive registered posts.

2.13 Foundation Degrees
These are substantive HCAs who are sponsored by their line managers to complete foundation degrees. The proposal for discussion is that staff are released to complete one day per week at university.

NDHCT must create workforce plans that incorporate the Band 4 Assistant Practitioner role across the integrated Trust.

2.14 Enhanced Degrees
Develop an alternative degree pathway into health and social care provision that does not lead to professional registration but a workforce competent and capable of providing relevant and competence quality care.

This will be achieved through partnerships established between local FE and HE establishments.

2.15 Adaptation
The proposal is to ensure that NDHCT provides a career path to develop existing and new staff who may hold professional registration overseas that is currently not directly recognised by the relevant professional bodies in the UK; to grow the workforce in house, to recruit to professions and skill sets as part of the Trust’s recruitment strategy.

2.16 Physicians Assistants
Partnerships with local HE establishments will be established to support the development and sponsorship of physicians assistants to work as part of a medical workforce plan to support challenges in trainee numbers being experienced and likely to exacerbate.

2.17 Rotational posts
Introduction and enhancement of rotational posts in all professions but specifically in nursing and therapies:

- Agree rotational posts that encompass community, community Hospitals and acute settings
- Explore and agree partnerships with other NHS providers to support rotational posts that enhance the patient pathway.

The above proposals will strive to create agreement on a strategic approach to each of these developmental opportunities as part of a wider recruitment action plan.
3. CORPORATE RETENTION STRATEGY

Highly competitive national and local labour markets and the increasing difficulty in recruiting hard to fill posts places significant pressure on current recruitment and retention practices as well as service provision.

The Trust will continuously review the staff benefits currently being offered to enable us to compete with other employers wherever possible and practicable.

According to the CIPD, the UK average turnover is 15%. In 2011, NDHCT in August 2015 had a turnover rate of 11%.

Retaining good staff is key to service delivery in the current employment climate. It should be noted that some employee turnover benefits the organisation and turnover rates do not always reflect the culture of the organisation. Low turnover can reflect stagnation and therefore we should always aspire to a healthy turnover of staff.

Becoming a model employer is key to recruiting and retaining staff within the NHS. The following strategies will be utilised by NDHCT to support the Trust in becoming a model employer, with elements such as

- Flexible working options
- Accommodation
- Child care Vouchers
- Self-Rostering.

Elements to support retention include:

- Seeking staff input to the way the Trust is developing retention initiatives including through Listening Into Action
- Challenging the “status-quo” of like for like recruitment with a skill mix review following every resignation/relocation of an employee, including evidence of wider thinking as part of any vacancy approval procedures to include evidence of skill mix review for front-line staff in clinical services.
- Offering staff the opportunity to move internally should they so wish ie to change their base, without censure and with a streamlined recruitment procedure
- Providing procedures and guidance for different “levels” of recruitment ie internal to a department, internal to the Trust and Open recruitment (simultaneous advert for internal and external candidates) which encourage staff to seek progression / development / experience within the Trust rather than moving to another employer
- Offering the opportunity for staff to register in a “talent pool” which would give them first option on vacancies in their chosen area(s) as they arise
- Allowing a one-week period where all vacancies are advertised internally prior to any external adverts being placed offering second option for existing employees interested in a new vacancy
- Provision of “Careers Fairs” by the Workforce & Development Department to share information and advice on the range of careers and development opportunities available within the Trust eg HCA to Assistant Practitioner.
- Enabling staff to undertake internal and external secondments, removing barriers and enabling back-fill
- Develop staff through acting up arrangements which are recognised through appraisal process (not necessarily financial reward)
- Supporting managers in releasing staff to undertake development opportunities – requires Review of Acting Up & Secondment Policy
- Encouraging staff to undertake training and development opportunities whether directly applicable to their current role(s) or not
- Ensuring that opportunities for project work are fairly advertised and there is equality of opportunity across the Trust
- Supporting rotational contracts between the Acute Hospital, Community Hospital and Community
- Identifying options for rewards for long service / innovation / going the extra mile (GEM awards).
3.1 Career Pathways

NDHCT will develop well defined career pathways and opportunities through all bands and roles, such strategies will to contribute to retention rates. Strategies in support of talent and career pathways need to become more embedded and recognition of new roles within existing pathways such as Assistant practitioners and Physicians associates will be key.

3.2 Flexible Working

Promotion of flexible ways of working within the organisation can help attract and retain to attracting and staff. Flexible working options may include:

- Part time working,
- job share,
- compressed hours,
- annualised hours,
- Career breaks.

Managers will be supported to promote such options where it may be operationally accommodated.

3.3 Develop a Flexible Workforce

NDHCT will develop a talent management database fed through appraisals so that it is able:

- To identify skills and experience
- To provide additional training and development to develop skills which will be required in the future to match staff potential and aspirations
- To form part of the Trust’s overall Workforce strategy.

Operational workforce planning will enable the Trust to flex its workforce in line with demand ensuring effective use of the current and temporary workforce across the Trust. Health roster will identify ‘gaps’ in staffing and potential shortages in skill mix requirements, this intelligence needs to move from real time to horizon scanning and provide an early warning system. With service redesign and integration of community services there is opportunity to review and potentially work differently.

3.4 Temporary Workforce

NDHCT needs to work collaboratively and more proactively with temporary workforce providers to ensure synergies and best use but minimizing of the temporary workforce whilst investing in and developing individuals to their full potential. The Recruitment and retention strategy strives to minimise the reliance on such workforce streams but recognises their importance.

The Trust will consider developing alternative to current variable pay solutions

3.5 Flexible Careers

As well as encouraging flexible working patterns, developing flexible working careers will assist in the retention of skilled, experienced staff. NDHCT as part of its strategies needs to work creatively to meet the needs of both patients and staff. This can be done in a variety of ways including:

- rotational contracts,
- secondments,
- role redesign,
- skill mix.

There is a need to support managers and staff in maintaining a work life balance which is right for the individual, helping to improve staff morale and maintain their commitment to the Trust and the NHS.

As an Integrated Care Organisation the Trust will offer staff the opportunity to develop their skills by rotating across acute and community settings.

3.6 Staff Involvement and Engagement

A detailed Rewards and recognition strategy to include engagement will be published in October 2015.
Engagement is about creating opportunities for employees to connect with their colleagues, managers and the wider organisation to be part of its make-up and delivery of quality care. It's about creating an environment where employees are motivated, valued and empowered to deliver the quality care expected and go the extra mile to provide services which are some of the best in the country. Staff Involvement and engagement is therefore a key factor influencing staff morale in the workplace.

We know from the results of our last NHS Staff Survey that a high percentage of Trust staff would recommend the Trust as a place to work or receive treatment. However some would not recommend NDHCT and we need to understand why. Equally concerning was a higher score relating to staff intention to leave their jobs.

NDHCT must remain focused on maintaining and enhancing effective staff communication at all levels, ensuring staff involvement and engagement is maintained through focus group sessions, feedback initiatives, improved communication, use of multimedia and visibility of leadership.

Listening into Action (LiA) across NHS Trusts is a leading approach to engaging and empowering clinicians and staff around priority outcomes for patients. This takes the whole concept of staff engagement to a different level.

3.7 Exit Questionnaires
It is important to determine what causes staff to leave and gain a better understanding of why people are leaving the organisation.

It is essential that our staff feel valued and supported when at work. Exit Interview/Questionnaire Processes, documentation and reporting will be reviewed and re-launched as well as a campaign to improve return rates in order to analyse trends within the organisation. we must:

- Encourage all employees who resign from employment to either complete an exit questionnaire, or attend an exit interview
- Results of the completed questionnaires and interviews will be collated and analysed on a quarterly basis and reported along with any actions to the relevant subgroup of the WODC
- The Exit Questionnaire will be available to complete online.
- Become more proactive in following up leavers after they have left the organisation to get their valuable feedback
- Continue to use the staff survey to identify areas of improvement within the Trust. The outcomes of the staff survey will be disseminated accompanied by an action plan
- Promote a ‘team based’ culture which promotes the values of the organisation
- Promote the benefits of a healthy work/life balance for all staff

3.8 Developing our current staff
Staff development and internal movement should be encouraged in line with any talent management or leadership strategy. In order to make this process more effective we need to develop systems and policies that better manage this process in a consistent manner.

- Systems will be developed that meet the needs of each staff group based on competence and skills sets that support progression.
- Internal movement procedures will be developed that meet the needs of services and groups of employees.
- Leadership Development Programmes will be more widely available for staff across all bands in line with the leadership framework.
- The following policies will be reviewed in support of this strategy:
  - Internal staff movement policies
  - Acting up & Secondment policy
Leavers Policy (includes retire and return)
- It is a contractual obligation for every member of staff to have an annual appraisal and the Trust is committed to this principle and will become more robust in its monitoring and achievement of compliance.

The Trust is committed to achieving a target of 85% of staff having an annual appraisal and ensuring that 100% of these appraisals are of a consistently high quality and meaningful to the individual.

The introduction of an electronic values based appraisal system will change the way appraisals are conducted and ensure they are focused on meaningful conversations.

3.9 Developing a Leadership and Talent Management Framework

NDHCT must identify and develop staff at every level in order to meet future challenges. Focusing on developing talent at all levels will send strong supportive messages to staff, which is critical to delivering our vision of high quality and compassionate care.

The Trust recognises the need to recruit and retain much needed skills and talent as part of future health and social care provision. Therefore talent management will be recognised across the organisation.

There is an opportunity to discuss employee aspirations as part of the appraisal process. All employees will be able to register their skills and abilities on the “talent register” placing them in prime position to be made aware of opportunities within the Trust as they become available and prior to any open advertisement.

3.10 Improve working conditions

Staff have the right to work in an environment which is conducive to effective working practices and which ensures they can work safely and healthily. The following actions in a number of different areas will be required to maintain and promote this:

- Improve the physical working environment for staff such as current ward enhancement schemes
- Continue to ensure our staff feel safe and supported
- Undertake a Trust wide stress audit and develop a strategy to address causes of work related stress
- Regularly monitor sickness absence reasons and address trends
- Develop a control of working hours linked to roster policies to ensuring compliance with the European Working Time Directive and efficient effective rostering
- Staff Involvement is a key factor influencing staff morale in the workplace
- The Trust will maintain effective communication at all levels

3.11 Valuing Diversity

The Trust is committed to ensuring its workforce is reflective of the community it serves. The Trust has an ongoing focus on promoting equality of opportunity and valuing diversity. We have produced an Equality and Diversity Strategy (2013-2016) relating to both patients and staff, with regular reviews of associated action plans within the Trust. An Equal Opportunities Policy for staff has recently been produced and published on the Trust’s Intranet site. Equality and Diversity constitutes part of the Trust’s induction and mandatory training and there are nominated Equality and Diversity Leads for both staff and patients.
3.12 Review the range of Staff non-pay benefits

The Trust has launched a suite of salary sacrifice schemes for the benefit of staff. This is through a company called Connected Benefits and enables staff to purchase goods and services for a reduction in salary (salary sacrifice) over a set term.

The Trust has launched the following schemes for all eligible staff:

- Cycle to work scheme
- Home electronics scheme
- Mobile phone scheme
- Gym membership scheme (through Gymflex)
- Denplan scheme
- Shop & Save Vouchers
- Scooters
- There is also a car scheme through a company called Automotive Leasing

Through the scheme the Trust provides equipment to eligible employees in return for a reduction in salary (salary sacrifice) over a set term resulting in a saving in pension and national insurance costs for both the Trust and the employee.

3.13 Accommodation

The Trust has provision for accommodation for health workers which is available on short hold tenancy agreements. There is an opportunity to highlight this as part of the recruitment offer available to those joining the Trust from outside the immediate area.

3.14 Students

All students who train at NDHCT will be guaranteed an interview for substantive posts providing they meet the minimum criteria set for the post.

Being a host Trust will ensure students actively choose to work within the organisation upon qualification.

3.15 Volunteers

The Trust is supported by a number of volunteers and these volunteers play an important part in ensuring the efficient and effective running of the hospitals and all the Trust’s services.

Volunteer options need to be further enhanced to work alongside staff complementing their work and enhancing the patient experience and therefore become an integral part of the NDHCT workforce.

Greater use of the third sector to support patient outcomes needs to be considered and a much wider strategy and plan linked to volunteers will be developed.

3.16 Work Experience

The Trust supports work experience where it is part of a structured programme of learning and/or as part of a programme to engage and support the younger workforce. Greater consideration of supporting the unemployed back into the job market and improve their chances of employability need to be explored.

3.17 Strategies for Professional Groups

The recruitment and retention challenges within the NDHCT are profession specific and often locality specific also. In order to address this, the Trust will enhance detailed operational recruitment & retention strategies tailored to meet the needs of the key professional groups or localities, owned by the relevant
leads and managers and supported by the central recruitment, HR and workforce teams.

The Trust will provide workshops for staff that are approaching retirement age, to provide them with information on the various options available to them to continue working after retirement.

Where an employee is contemplating working beyond retirement age, possible flexibility in working arrangements may be agreed, particularly where this will facilitate the retention of valuable and/or scarce skills and experience.
4. SUMMARY

This strategy identifies some of the challenges facing NDHCT in achieving its aim of recruiting and retaining a workforce with the requisite skills and maintaining the highest quality patient outcomes, within an environment which supports flexible and healthy working practices supported by staff development to make the Trust an employer of choice.

The challenges are significant but we are confident that with the participation and commitment of every member of staff at every level, the Trust will achieve and maintain a skilled and dedicated workforce representative of the local community, capable of delivering high quality and compassionate patient care.

In summary this Strategy covers both Recruitment and Retention and the short, medium and long term objectives of the Trust, in relation to how it attracts, develops and retains its workforce.
<table>
<thead>
<tr>
<th>Plan Owner</th>
<th>Name</th>
<th>Job title</th>
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</thead>
<tbody>
<tr>
<td>Description of hazard / risk</td>
<td>High Vacancy factor and inability to recruit to certain roles due to national shortages leads to limited resilience of services and increased reliance on temporary workforce</td>
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</tbody>
</table>

**Core Implementation Group:**

**Links to key documents:**
- A promise to learn – a commitment to act: Improving the Safety of Patients in England (Berwick, 2013)
- Review into the quality of care and treatment provided by 14 hospital trusts in England: overview report (Keogh, 2013)
- Mid Staffordshire NHS Foundation Trust Public Inquiry (Francis, 2013)
- National Quality Board (2013) How to ensure the right people, with the right skills, are in the right place at the right time
- Shelford Group (2013) Safer Nursing Care Tool
- Patients First and Foremost – Government Response to Francis (2013)
- Nursing and Midwifery staffing policy
<table>
<thead>
<tr>
<th>Driver (Recommendations)</th>
<th>Ref</th>
<th>Actions</th>
<th>Person responsible</th>
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<th>Resource requirements</th>
<th>Report / monitoring arrangements</th>
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<tbody>
<tr>
<td>Recruitment registered nurses in line with RCN and DH recommendations with regards to safe staffing levels against patient ratios</td>
<td></td>
<td>Current on-going fast track recruitment campaign to recruit to revised establishments to address skill mix review. Recruitment Planner and schedule developed Ensuring applications shortlisted in timely way and assessment panels and interview panels set up in advance and to keep to weekly timetable schedule.</td>
<td></td>
<td>October 2015</td>
<td></td>
<td>WODC Executive team BOARD</td>
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<tr>
<td>Improve/Streamline Recruitment processes to reduce time to recruit</td>
<td></td>
<td>Review and streamlining of ATR Process Weekly review meetings of bottlenecks in the pipeline. Review Assessment Selection tools to assist with recruitment to ensure right calibre of candidates Implement Values based assessment centres Pipeline meetings to pick</td>
<td></td>
<td>Immediate</td>
<td>Significant management Attendance at training Adherence to Fast track recruitment schedule Monitor hits on Internet page Obtain feedback from managers</td>
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<td>up exceptions and ensure speedy follow up of outstanding checks to ensure time to recruit is minimal.</td>
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<td>Commitment to LiA project</td>
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<td>Establish LiA group to drive this Element</td>
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<td>Develop Refresher courses and/or master classes for Recruiting managers to update on Recruitment &amp;Selection Skills, compliance and processes.</td>
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<td>Flexible targeted approach to ‘hard to recruit areas’</td>
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<td>Design and publish Recruitment Intranet pages to assist Recruiting Managers</td>
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<td>Develop Recruitment mini-site</td>
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<td>Continue to work Towards becoming a socially inclusive employer</td>
<td></td>
<td>Continue to work in partnership with Job Centre Plus through raising awareness of level entry vacancies.</td>
<td></td>
<td>On-going</td>
<td>Increase number of applicants/appointments sourced by this method</td>
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<tr>
<td>Work with local FE and HE communities and organisations to raise profile of Trust as an</td>
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<td>Evidence of building</td>
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<td>employer of choice and career pathways into healthcare. Work in partnership with local authority to advertise key roles and opportunities to support the Trust’s work.</td>
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<td>relationships with local authorities</td>
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<tr>
<td>Continue to develop innovative Recruitment Solutions such as use of Social Media e.g. Twitter, Linked or microsites where appropriate.</td>
<td></td>
<td>Consider and develop recruitment solutions in partnership with recruiting managers as part of Trust’s Attraction Strategy Ensure Trust Attraction Strategies are relevant and appropriate to today’s more mobile and technological savvy Job Seekers.</td>
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<td></td>
<td>Active use of social media tools and monitoring of attraction rates.</td>
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<tr>
<td>Continue to Engage with Academic Institutions such as Schools, colleges and Universities in the area.</td>
<td></td>
<td>To harness good working relationships with the Institutions and attend and support key careers events and Job fairs both locally and nationally wherever possible and build into annual Recruitment Planner Establish a care academy Continue to work with</td>
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<td>Attend appropriate job fairs/events available to the Trust</td>
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| Ref                     | a variety of providers and NAS to support Apprenticeship Framework  
Ensure we bid for monies HESW | | | | | |
| Ensure appropriate Career Development Pathways for all staff groups across the Trust as part of wider workforce strategy | Ensure and enable managers to provide all staff with an annual appraisal.  
Ensure fair and equitable access to Leadership Development Programmes  
Appraosal to include appropriate CPD and Training and Development areas  
Establish Talent Management structure | | Annual / On-going | 85% of appraisals conducted for all staff across the Trust | | |
| Staff Involvement And Engagement | Ensure that feedback from Listening into Action, Staff Survey, exit interviews and new starter feedback is reviewed to fully understand the staff experience.  
Recognition of Staff achievements is celebrated and communicated through Trust News and Intranet stories etc | | | Improved positive feedback from staff through exit interviews, questionnaires and staff survey  
Feedback including feeling | | |
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<td>Ensure staff feel listened too and that their concerns are taken seriously and followed up with action plans on a Trust and local level.</td>
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<td>valued and recognised as well as nominations and success of Awards.</td>
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<td>Ensure relevant information pertaining to the quality of the recruitment service is captured via the LiA.</td>
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<td></td>
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<td>Staff are nominated for awards both internally and externally where good work is being done</td>
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<td>Review of Exit Interview process and</td>
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<td>Review of current Exit Process and Leavers Policy to consider if it is still fit for purpose.</td>
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<td>Review to be conducted and recommendations as to if and how the process and returns can be improved upon</td>
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<td>Increase in No of returns received and validity of intelligence gathered</td>
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<td>Ensure Staff are aware of diverse range of Staff Benefits available to them both in monetary terms and non-pay benefits</td>
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<td>Communicate these at point of recruitment e.g. highlight at interview, Induction and as part of starter pack information. Ensure information regarding benefits is easily accessible to staff and updated. Include information such as Salary Sacrifice Scheme for IT (e.g. Computers/laptops), Childcare vouchers and Car Scheme in induction information and on the Intranet and Internet</td>
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