

RECRUITING TO CHALLENGED AREAS OF THE WORKFORCE

SECTION 1 – BACKGROUND

This paper provides the Board with an update on controls and assurance in relation to the “risk to sustainability of clinical services due to potential shortages of key clinical staff” (Board Assurance Framework 859).

Across the organisation there are a number of staff groups where we face challenges in recruiting permanent staff. The impact of not having permanent staff is a heavy reliance on temporary staffing, which impacts on staff morale, continuity and quality of care, operational performance and the pay bill.

Time has been spent with each staff group to fully understand the challenges and to agree actions to address them.

SECTION 2 –WORKFORCE CHALLENGES

The greatest workforce challenges in the Trust relate to:

- Adult Inpatient Nursing
- Domestic Services, particularly at the Royal Shrewsbury Hospital
- Medical staff in Emergency Medicine, Acute Medicine and Critical Care

In several of these staff groups local recruitment challenges are compounded by a national position where demand for suitably qualified staff outstrips supply. This has the effect of further escalating the pay bill due to increased locum costs or other recruitment incentives. Emergency department staffing in particular remains highly vulnerable and the risk to service delivery continues to be identified as a red risk in the Board Assurance Framework.

In the longer term, the ability for the Trust and the wider health system to recruit and retain the workforce required for the future delivery of hospital services for patients and communities in Shropshire, Telford & Wrekin and mid Wales forms a key element of the “case for change” for the NHS Future Fit review (Board Assurance Framework risk 668).

SECTION 3 – ACTIONS TO SUPPORT CHALLENGED AREAS

Actions to support challenged areas include:

<p>Adult Inpatient Nursing</p>	<ul style="list-style-type: none"> • Attendance at Glasgow and Staffordshire Careers event • Overseas recruitment • Weekly recruitment • Return to practice • Engagement of student nurses • Research in progress – why nurses leave • Wellbeing Apprentices (join in November)
<p>Domestic Services at RSH</p>	<ul style="list-style-type: none"> • Staff engagement group to review the role

		<ul style="list-style-type: none"> • Refreshed advertising – local press • Flexible applications outside of NHS Jobs website • Recruitment plan to meet turnover • Introducing vales based recruitment
Medical Staff	General	<ul style="list-style-type: none"> • Advertising in BMJ Careers • Attendance at BMJ Careers fair • International recruitment
	Emergency Medicine	<ul style="list-style-type: none"> • Fortnightly review meetings led by Chief Operating Officer • Partnership approach with neighbouring trusts to support recruitment and development, for example support to train middle grade • Advanced nursing roles – Advanced Nurse Practitioners (ANP) and Emergency Medicine Practitioners (ENP)
	Acute Medicine	<ul style="list-style-type: none"> • Recruitment to expand the consultant workforce through medical speciality posts supporting acute medicine. In addition expansion of the junior doctor workforce. • Introduction of advanced nursing practice across emergency and acute medicine pathway.
	Critical Care	<ul style="list-style-type: none"> • Development of advanced nursing practice within Critical Care

SECTION 4 – RECRUITMENT

The organisational People Strategy has a clear strategic aim to ‘attract, recruit and retain people who believe and live our values to ensure our patients receive the best care’. To support this, a strategic approach needs to be applied to recruitment; it is the first engagement that many future employees will have with the organisation and sets a tone for the employment relationship. Therefore it has to be slick, clear in its offer and support the attraction of talent.

Options for taking recruitment forward include:

Defining our ‘offer; as an employer

- Attracting talented people to come and work for us.
- Considering diversity through flexible employment offers
- Providing a career
- Ensuring staff feel recognised and valued

Being recognised as an employer of choice

- A clear brand identity through a compelling marketing strategy
- A positive employment experience
- Maximise the opportunities of social media

Developing our future workforce

- Supporting young people into NHS roles and careers through work experience and pre-employability courses
- Develop apprentices further

- Engage with young people at Primary School, Secondary School and college

Develop lean recruitment processes

- Work with lean practitioner to develop efficient processes
- Utilise technology

5. CONCLUSIONS

The workforce challenges the organisation is facing are significant however there is a clear drive and commitment from teams to address them through innovative approaches such as new roles and investment in recruitment.

The challenge for the Trust will be the speed in which new employees can be secured and in some staff groups the pressures of the labour market may conclude that the organisation will be able to achieve the staffing levels required.

Workforce Challenges will be reported at Quality and Safety Committee and Workforce Committee with regular updates being presented at Board.

Victoria Maher
Workforce Director