

# Recruitment & Retention Strategy

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# About this document

**The Recruitment and Retention Strategy sets out our objectives and describes how we will address our resourcing challenges from 2020 to 2021/22.**

Some of the key themes that run throughout the document include:

- Alignment to the NHS People Plan and System Partnership Working
- Link to workforce planning and our Trust Operational Plan
- Emphasis on Trust wide interventions but also targeted actions addressing unique challenges in Care Groups or particular staff groups

## Current climate

The shortage of candidates with the right skills, abilities and experience in many professions has created a more competitive market.

The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills. This has become increasingly difficult. Therefore, an effective Recruitment and Retention Strategy that complements the SaTH People strategy and Trust objectives is essential.

### We asked:

Would you recommend your place of work to friends and family?



<b>YES</b>	<b>66%</b>	<b>38%</b>
<b>NO</b>	<b>16%</b>	<b>38%</b>

### We asked:

Do you recommend our care/ treatment to friends and family?



<b>YES</b>	<b>81%</b>	<b>17%</b>
<b>NO</b>	<b>6%</b>	<b>59%</b>

## Strategic direction

The Shrewsbury and Telford Hospital NHS Trust (SaTH) needs to increase substantive colleague numbers to ensure wards meet safer staffing standards and to eliminate reliance on the temporary workforce and in particular agency staff.

The Trust needs to improve how it retains, manages and develops its existing workforce. As such it is suggested that a strategy cannot rely on traditional models but should be bold and innovative with a mandate that supports new ways of working.



# Our Challenges



## Long-Term Vacancies

e.g. Emergency Department Consultants / Anaesthetics – over 2 years



## Getting Quality Candidates

Difficulty sourcing people with the correct level of experience and qualifications to perform at the required level



Only 38%

of our staff would recommend their organisation to friends and family as a place to work



## Retention

In some teams this is higher than national average



## No Long-Term Workforce Plan

or strategy outlining workforce requirements linked to recruitment plans



## National shortages

of doctors in specialities such as Emergency Medicine, Anaesthetics, Urology and Respiratory



## High Competition

from other NHS Trusts and offering high salary and benefit packages



## High agency usage

– 185 whole time equivalent (WTE) nursing used in July 20



# How to Address our Recruitment and Retention Challenge

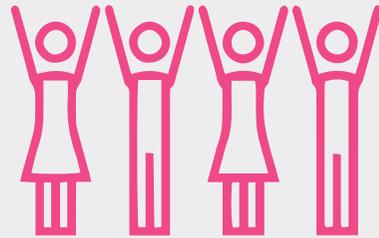
The following programmes of work will address our key challenges by improving our planning, our reputation, how we recruit and the type of roles we recruit.



## Recruitment Effectiveness

Address the recruitment needs outlined in our short and long-term operational plans by recruiting high quality candidates

- Clear link to short and long-term workforce plans
- Innovation in the way we recruit
- Innovation in the roles we recruit
- International recruitment
- Succession and career planning



## Recruitment Experience

Improve the recruitment experience for all candidates – Every Contact Counts

- Improved use of technology
- Feedback mechanism for candidates
- KPIs / performance targets
- Socially inclusive approach



## Brand and Reputation

Support the enhancement of our brand and reputation of SaTH as a quality employer

- Marketing and branding support
- New candidate application platforms
- Improved use of social media
- Focus on incentives and benefits packages



## Employee Retention

Retain the workforce we have recruited

- Hire the right person, first time
- Develop on-boarding practices
- Analyse why people stay and leave
- Review flexible working arrangements

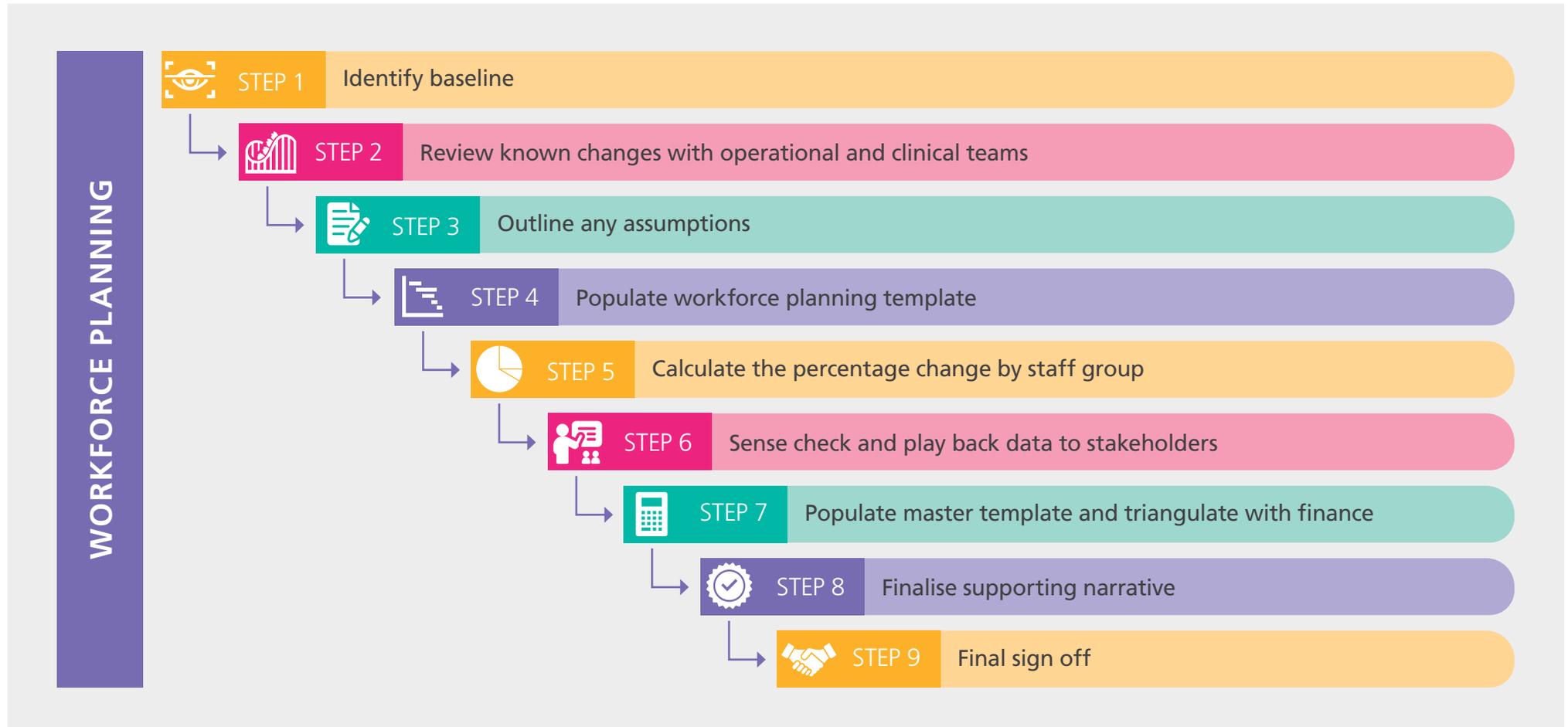


Steps we must take to address the challenges which underpin the programme of work.



# Our Approach

We must understand what roles and the quantity of roles we are recruiting. The development of an annual workforce plan will follow the approach outline below with regular monthly reviews. The approved workforce plan will form the foundation of our recruitment activity.



We must recruit to vacancies outlined in our workforce plan using a range of methods to source people with the right skills and experience.

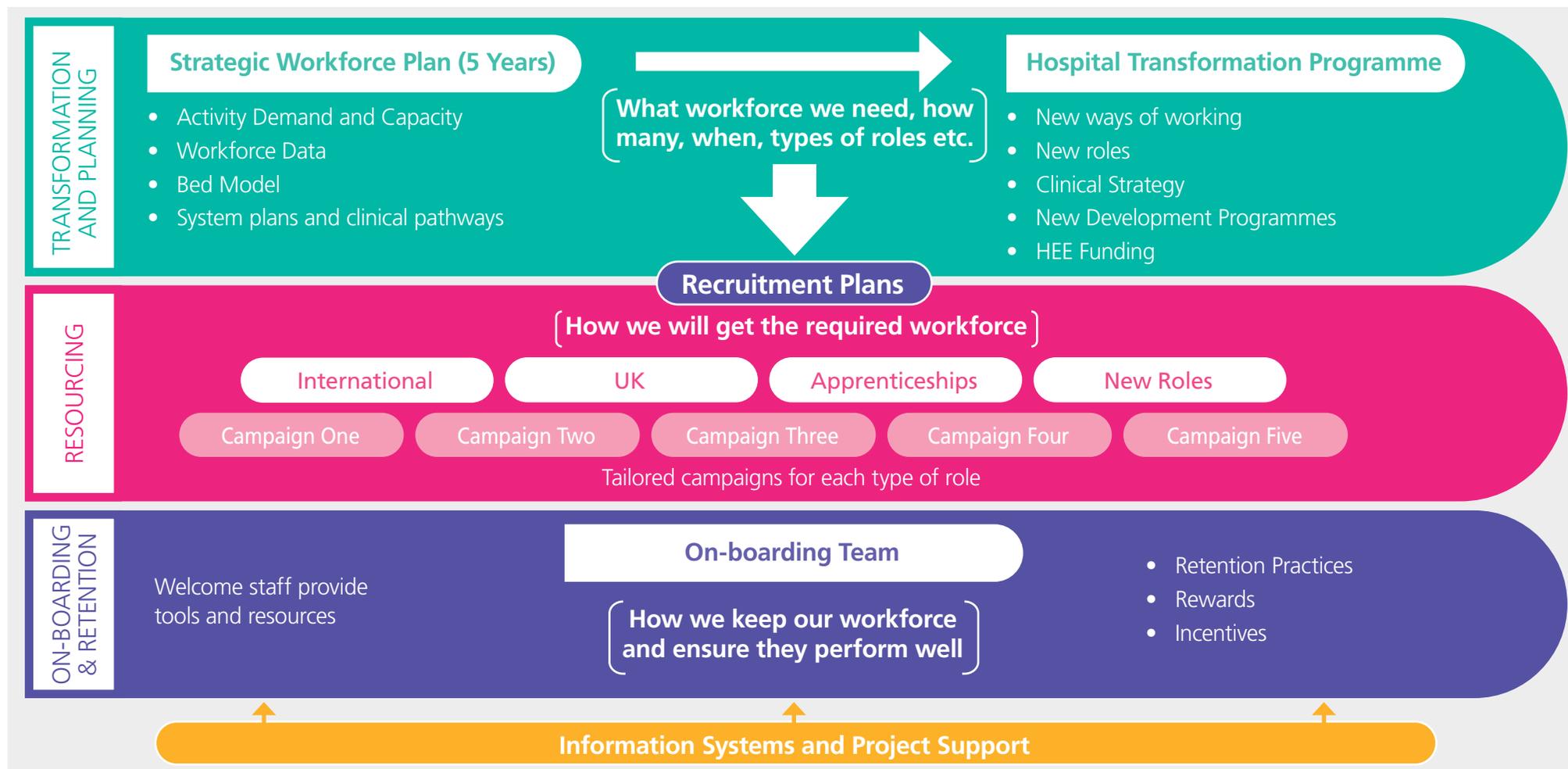
## Resourcing Methods



# Resourcing & Transformation – One Team

The new Resourcing and Transformation team will see a number of new roles to help support the delivery of our objectives. The new structure includes the following:

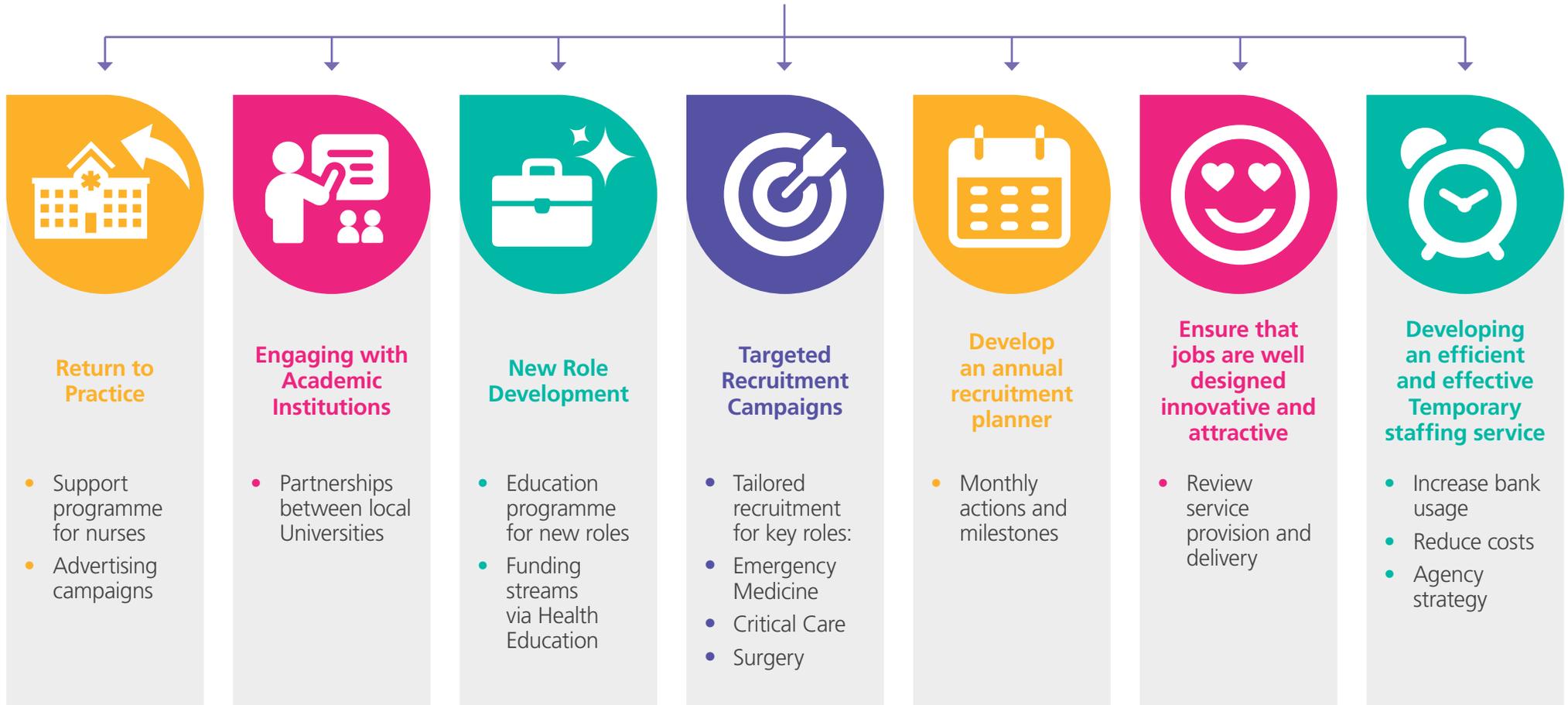
- Resourcing and On-boarding team
- Transformational and Workforce Planning team
- Workforce Information Systems and Project Support Teams



# Recruitment Effectiveness

Following stakeholder discussions the below ideas and suggestions have been incorporated into our strategy

Address the recruitment needs outlined in our short and long term operational plans by recruiting high quality candidates.



**Our recruitment campaigns will be aligned to our workforce needs. We will deliver innovative recruitment practices focusing on the required numbers of workforce using proven methods including the use of international recruitment.**

In addition we will:

- 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 SaTH
- Promote return to practice of nurses, doctors and AHPs
- Increase apprenticeships from entry-level jobs through to senior clinical, scientific and managerial roles
- Support the delivery of key development programmes e.g. Clinical Fellowship and CESR



### System Working

- Agree rotational posts that encompass community, community hospitals and acute settings
- Explore and agree partnerships with other NHS providers to deliver international recruitment campaigns
- System workforce plans linked to system-level models of recruitment

## Priority Actions

Address the recruitment needs outlined in our short and long term operational plans by recruiting high quality candidates.

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
<b>Develop an annual recruitment planner/project plan (Gantt Chart)</b>	Ensure we have a co-ordinated sustainable flow of candidates within the recruitment processes linked to the Trust's Workforce Plans	<ul style="list-style-type: none"> <li>All expected campaigns</li> <li>Timeline and specific actions for each campaign</li> </ul>	November 20
<b>Design and implement international nursing business case</b>	Address long term vacancies and contribute to the ongoing supply of nurses into SaTH	<ul style="list-style-type: none"> <li>Trajectory of nurses required</li> <li>Budget required including any support for COVID-19 and pastoral care</li> </ul>	December 20
<b>Develop and implement new agency and temporary staffing strategy</b>	Reduce agency use and reduce cost for Trust	<ul style="list-style-type: none"> <li>Plan for increasing bank</li> <li>Agency procurement strategy and cost reduction</li> </ul>	January 21
<b>Develop succession and career planning approach for SaTH</b>	Provide coordinated pipeline of skilled people for our most critical roles	<ul style="list-style-type: none"> <li>Career pathways outlined</li> <li>Identification of critical roles</li> <li>Links to OD team – supporting development options</li> </ul>	February 21
<b>Develop a programme of new roles aligned to workforce plan</b>	It will assist in addressing shortfalls in a our recruitment plans by creating new positions that are fully supported and embedded into our workforce	<ul style="list-style-type: none"> <li>Education programme for new roles</li> <li>Funding streams via HEE</li> <li>Resourcing and support required</li> <li>Business cases completed and approved</li> </ul>	April 21

## Workforce Growth Objectives

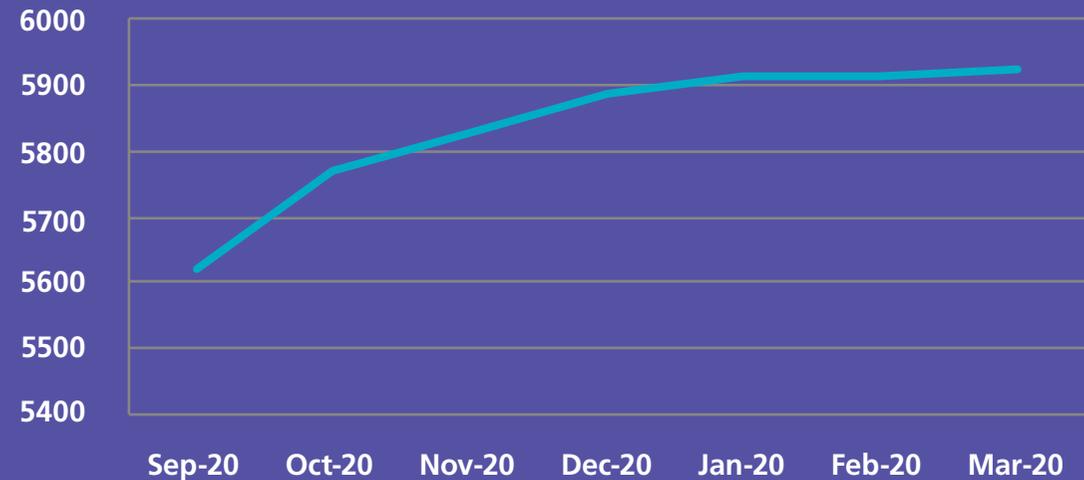
We are forecasting a growth in workforce over the next 12 months. The total WTE at March 2021 is forecasted to be 6,457 WTE, of which 311 WTE are Bank staff and 240 WTE are Agency staff.

SaTH has included over 40 apprentices within the workforce plan submission for 20/21 which will help support the long term resource challenges within the Trust.

Those commencing from September onwards will support areas include Radiology, Orthopaedics and Nursing Associates. The specific apprentices include:

- Senior Healthcare Support Worker Level 3
- Assistant Practitioner Level 5
- Healthcare Science Level 6
- Data Scientist Level 6
- Business Administration Level 2
- Nursing Associate Level 5

Workforce Growth Required 20/21



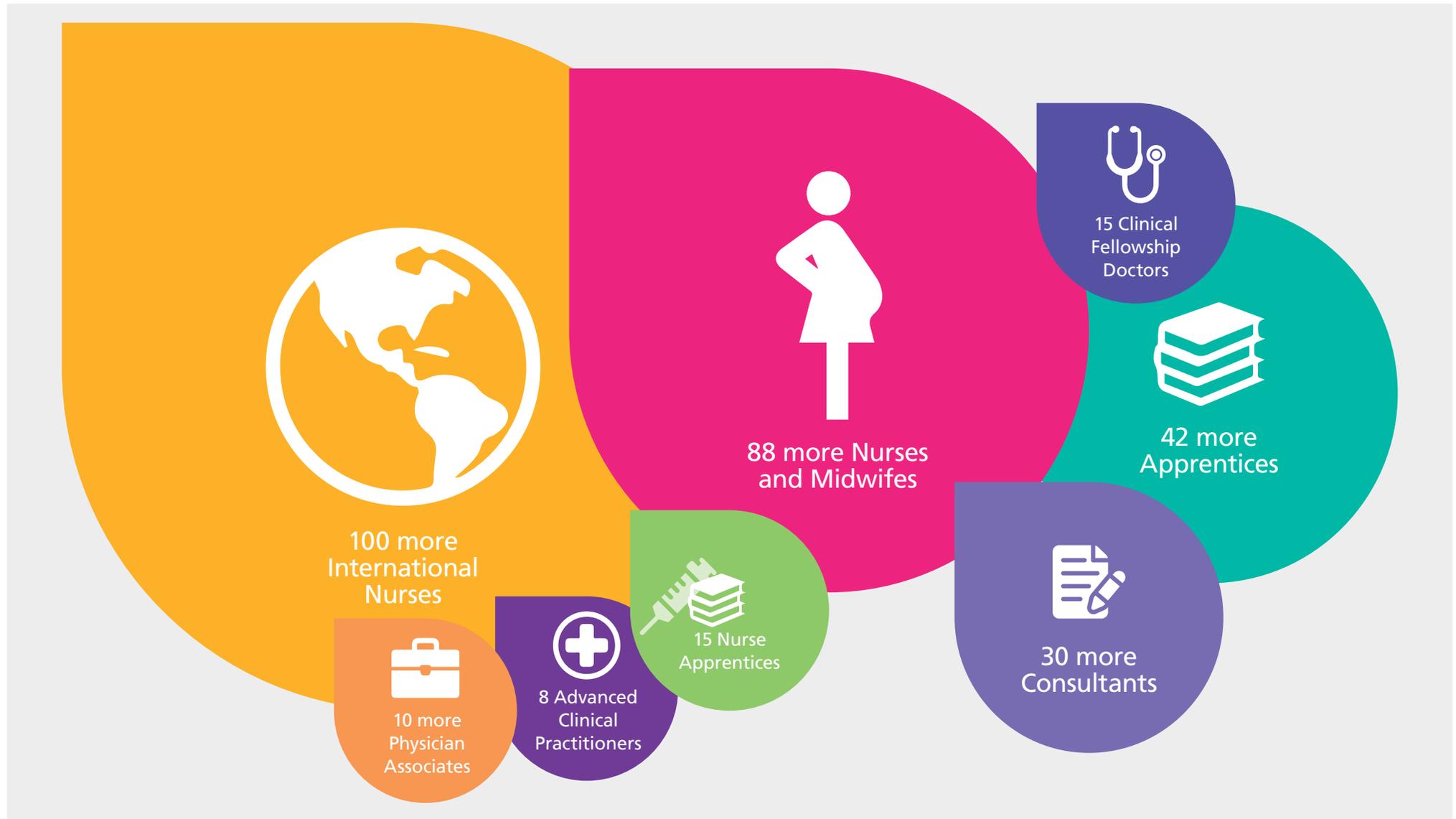
In the course of 2020/21, there will be a number of newly qualified staff and trainees and students that will be joining the workforce including:

- Newly Qualified Nurses – 50 in September 2020 and 40 in March 2021
- Trainee Physician Associates – total of 10 from University of Birmingham and University of Chester
- Clinical Fellows – 34 in total

During 2020/21, there are a number of new roles included within the Workforce Plan but we know we need to do more. These include:

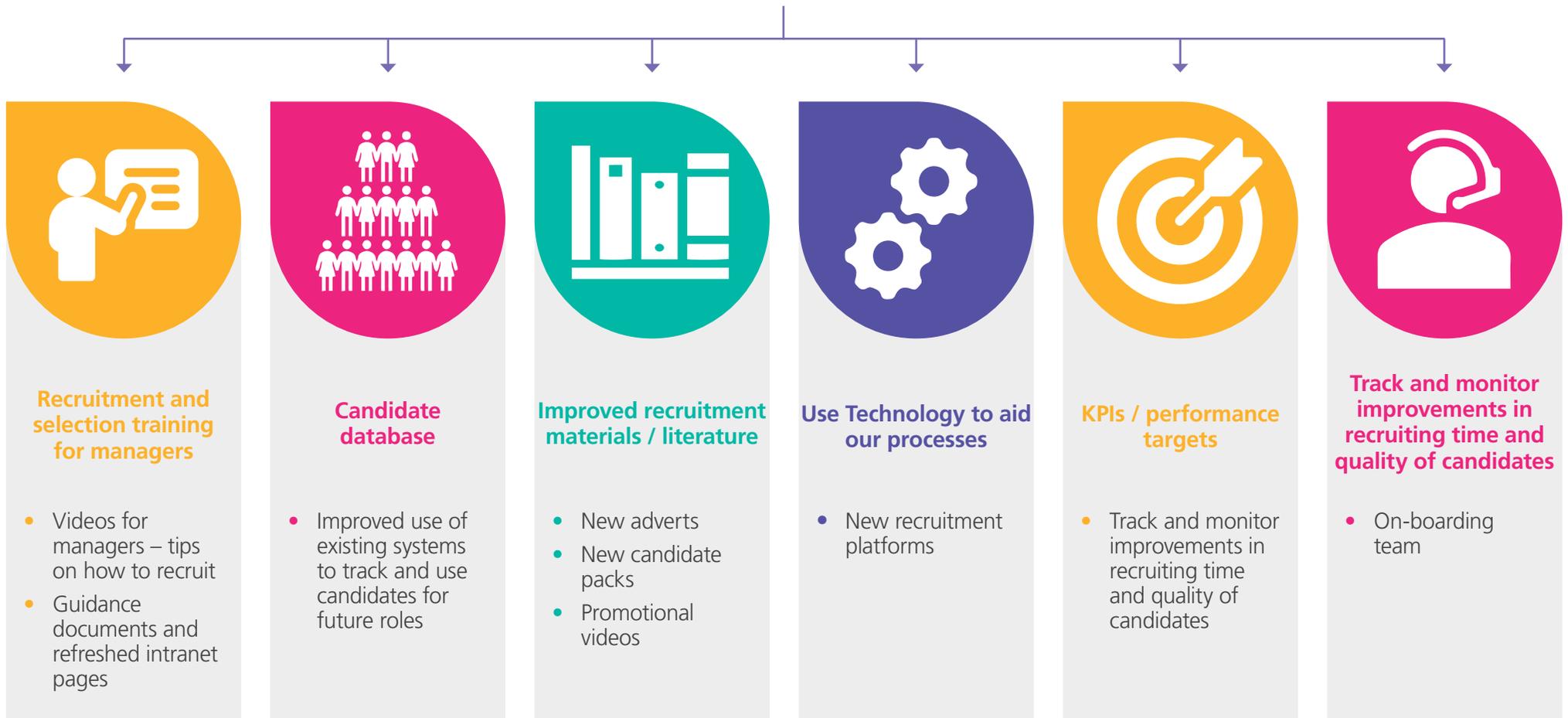
- 8 Trainee Advanced Clinical Practitioners
- 10 Trainee Physician Associate Placements and 1 Lead Physician Associate
- 42 Apprenticeships
- 23 Trainee Nursing Apprentices
- 18 Nurse Degree Apprentices

## Workforce campaigns and target numbers for 20/21



# Recruitment Experience

Improve the recruitment experience for all candidates – Every contact counts



**We will ensure that every interaction with SaTH is a positive experience for potential candidates. That they feel supported and well informed as they progress from initial interest to appointment and beyond.**

Using technology and new recruitment materials we will ensure the process is streamlined and effective. Selecting the right candidate first time will be aided by the development and use of a behavioural framework. This will be used to aid selection decisions together with a range of other selection techniques particularly for leadership roles.

In addition we will:

- Survey applicants at the end of campaigns and obtain feedback from recruiting managers and new starters
- Improve the quality and presentation of recruitment materials and develop literature regarding career opportunities.
- Review processes and develop performance indicators to ensure

time-scales are minimised. Particular focus on ensuring we have a socially inclusive approach. Focus on Equality and Diversity

- Establish a system to utilise good candidates who have been interviewed but not appointed in the first instance

### System Working

- Create local networks and offers of support for new recruits at a system level including working closely with local authorities
- Partner with system partners to create local marketing campaigns



## Priority Actions

### Improve the recruitment experience for all candidates – Every Contact Counts

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
<b>Set up recruitment hotline for potential candidates to discuss careers at SaTH.</b>	Provide an avenue for potential candidates to explore careers at SaTH	<ul style="list-style-type: none"> <li>• Discuss careers / career pathways, events, processes</li> </ul>	October 20
<b>Put in place KPI's / performance targets</b>	Reduces time taken for candidates to be recruited	<ul style="list-style-type: none"> <li>• Time to hire</li> <li>• Quality</li> <li>• Cost</li> </ul>	October 20
<b>Review recruitment processes and ensure it is socially inclusive and supports equality and diversity</b>	Supports our workforce to reflect the diversity of the community, and regional and national labour markets	<ul style="list-style-type: none"> <li>• Review of processes, understand disproportionality and identify unconscious bias/cultural issues impacting on decision making</li> </ul>	October 20
<b>Enhance our recruitment and selection training for managers</b>	Provides better selection outcomes and reduces time to fill	<ul style="list-style-type: none"> <li>• Guidance and support materials</li> <li>• On-line training</li> <li>• Use of Behavioural framework</li> <li>• Workshop with Consultants</li> </ul>	March 21
<b>Improve methods of selection utilising Trust values and behaviours framework</b>	Realigns candidates to behaviours of Trust improving selection decisions	<ul style="list-style-type: none"> <li>• Updated Job Descriptions / applications process</li> <li>• Updated interviews and selection process.</li> </ul>	March 21
<b>Create candidate database</b>	Ensure that candidates are considered for other suitable posts at SaTH speeding up time to fill	<ul style="list-style-type: none"> <li>• Capture skills and capabilities for future roles</li> </ul>	May 21

## Our Marketing Challenges



### Rural Location

Our rural geographic location of Shropshire creates a challenge in attracting a diverse workforce, both ethnically and generationally (Millennials, Gen Z and Gen X), from city locations.



### Limited Infrastructure

Our facilities are in need of modernisation which could prove undesirable to candidates. The dual-site infrastructure can create inconveniences surrounding employee scheduling, travel and work-life balance.



### Reputation & Legacy

SaTH has historical stigmatisation along with negative media coverage. This will affect the candidate perception unfavourably in comparison with competing organisations.



### Low Retention

The Trust has a high level of turnover. We are unable to ensure we can keep talent within the organization for current and future growth.



### Competitive Job market

The Trust is at significant risk due to the inability to attract, recruit and retain a high calibre and skilled workforce, especially within a number of key and specialist areas.

# Marketing strategy for each challenge

These are some of the ways we will address our marketing challenge:



## Rural Location

### New employee value proposition

to attract our targeted audience. Focus on work/life balance, cost of living, career development and opportunities.



## Limited Infrastructure

### Hospital Transformation

Promote our opportunity to modernise our current facilities and services to make the workplace more desirable.

### Development training programmes

for clinical and professional qualifications for career progress and the partnerships with education authorities.



## Reputation & Legacy

### Enhancing our Direct sourcing model

with support from a professional branding agency to have a strong presence on social media (Instagram, Snapchat, Facebook).



## Low Retention

### On-boarding Team

will deliver new programmes to support staff who have joined SaTH.

Help promote SaTH and enhance reputation.



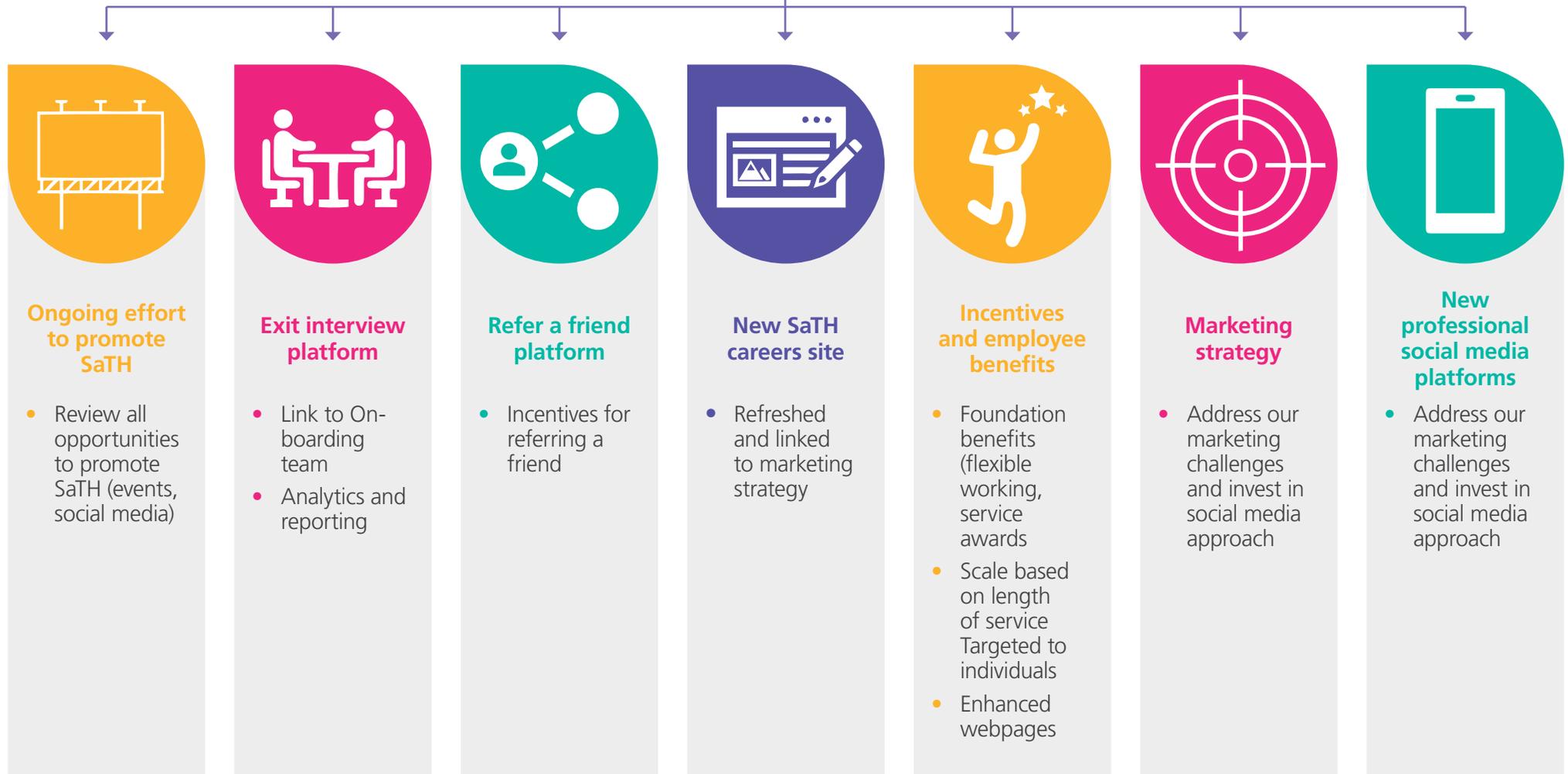
## Competitive Job market

### International Recruitment

Supplement strategy with international recruitment marketing with a focus on particular specialists.

# Brand and Reputation

Support the enhancement of our brand and reputation of SaTH as a quality employer.



**SaTH has historical reputation and perception challenges compounded by recent CQC inspection findings and media coverage. This will need to be addressed with a strong recruitment marketing strategy.**

A robust partnership with a recruitment marketing branding agency would bring a more 'commercial approach' to how we attract both active and passive key/ specialist candidates.

The use of social media and other online tools to overcome and create positive messaging will strengthen the Trusts ability to become an employer of choice.

In addition we will:

- Improve national visibility and SaTH brand across the NHS
- Continue to develop a strong distinctive brand, which differentiates us from other NHS and non NHS organisations
- Proactively targeting prospective candidates through enhanced tools and techniques
- Develop the organisation as a socially inclusive employer



### System Working

- Work with system partners to help improve national view of the system and create a regional marketing campaign

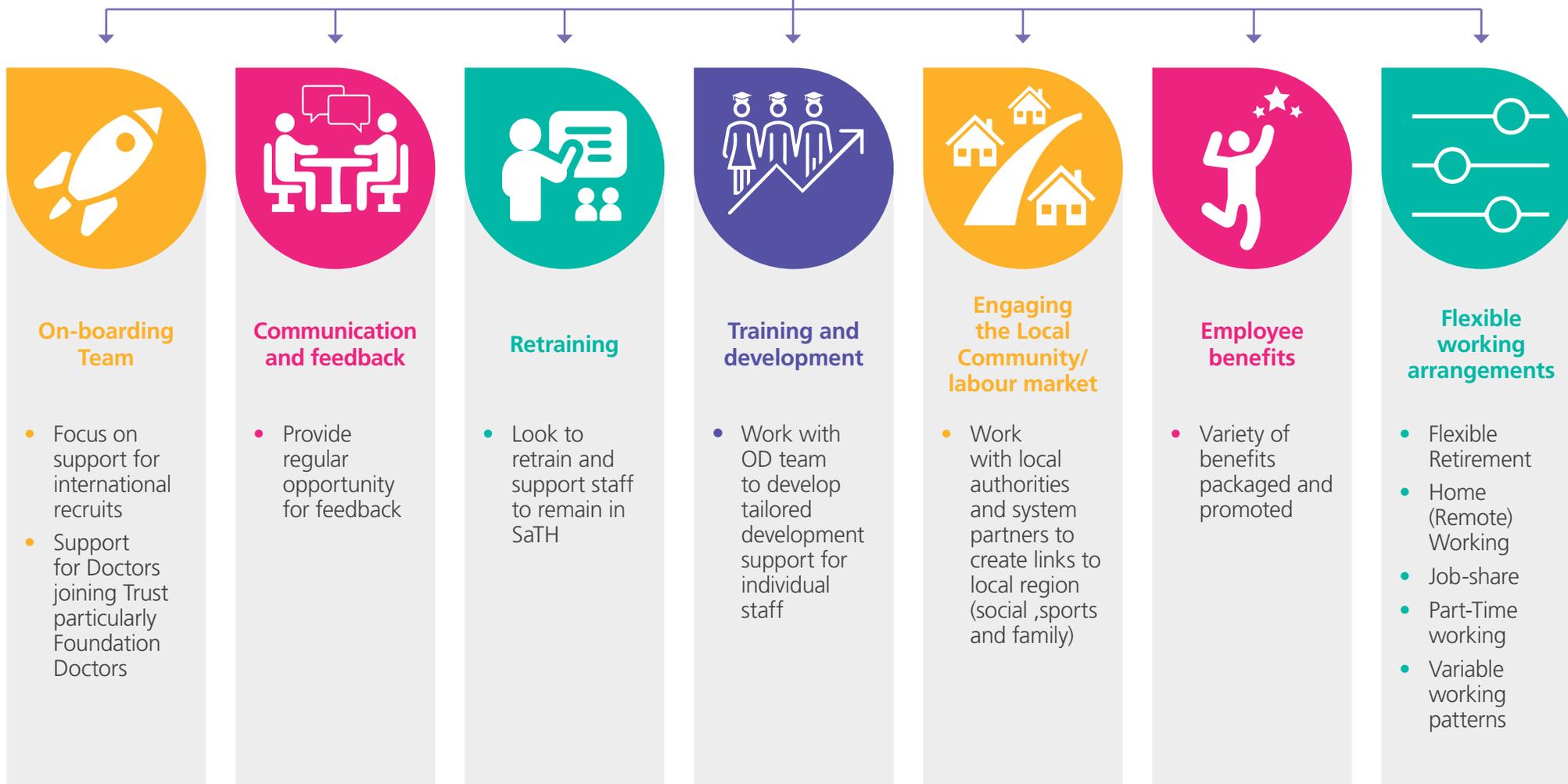
## Brand and Reputation Key Actions

Support the enhancement of our brand and reputation of SaTH as a quality employer

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
<b>Introduce a new marketing and branding approach for the Trust</b>	Support SaTH to attract greater numbers of quality candidates in a targeted way	<ul style="list-style-type: none"> <li>Improved national visibility and SaTH brand across the NHS</li> <li>Promotion of our achievements</li> </ul>	January 21
<b>Develop benefits and incentive package for new recruits to access</b>	Reinforces reputation as employer of choice and aids retention	<ul style="list-style-type: none"> <li>Doctor benefits and incentive policy</li> <li>Refer a friend (Doctor policy)</li> <li>Review of Allocate InstantPay</li> </ul>	February 21
<b>Set up social media presence advertising and analytics advertising for key/niche roles</b>	Targets potential candidates for our key roles	<ul style="list-style-type: none"> <li>Targeted emails and direct candidate messaging</li> </ul>	March 21
<b>Set up exit interview platform</b>	Provides improved data on why people leave	<ul style="list-style-type: none"> <li>Analysis and reporting</li> </ul>	March 21
<b>Introduce new career website with new recruitment materials</b>	Better informs potential candidates to help appoint right person first time	<ul style="list-style-type: none"> <li>Linked to brand, benefits and general careers information</li> </ul>	April 21

# Retention

## Retain the workforce we have recruited



## We will focus on why people stay. We will help new recruits create more connections at work and build strong relationships.

We will identify what the priorities are in terms of retention by locating the high risk high impact staff. We will tailor retention approaches to the mind-sets and motivations of specific employees. We will also focus on International retention – including social networks, International network groups and social events.

Areas of Focus:

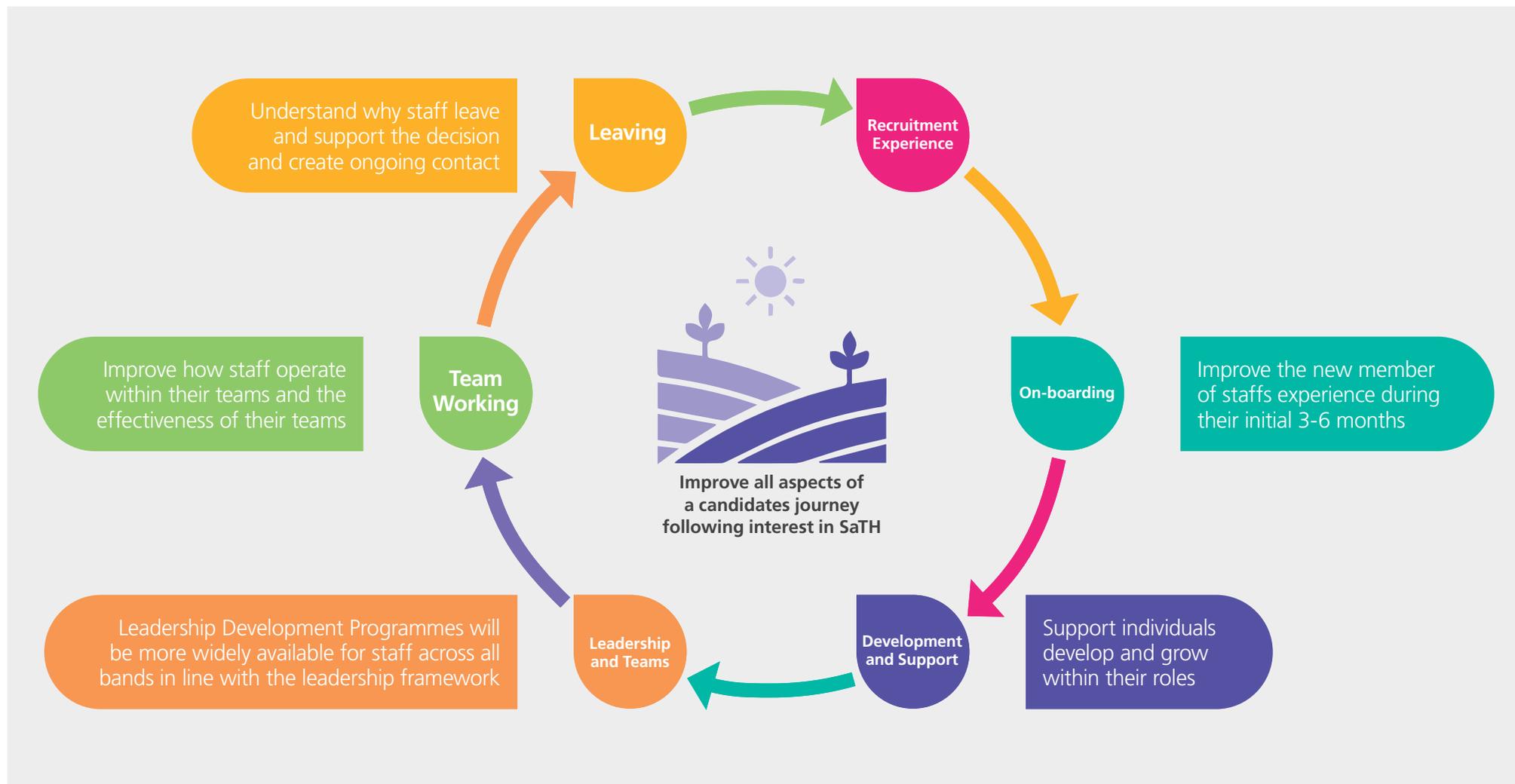
- 1) Hire the right person at the start – good selection methods
- 2) Evaluate the effectiveness of our managers – to ensure managers are doing what they can do retain people
- 3) Tailor retention approaches to specific employees
- 4) Use retention heat map to target high risk, high impact employees

### System Working

- Work with system partners to develop retention approaches to encourage staff to stay within the system particularly international recruits
- Links to local community, system support, English language and local dialect and colloquiums for international recruits



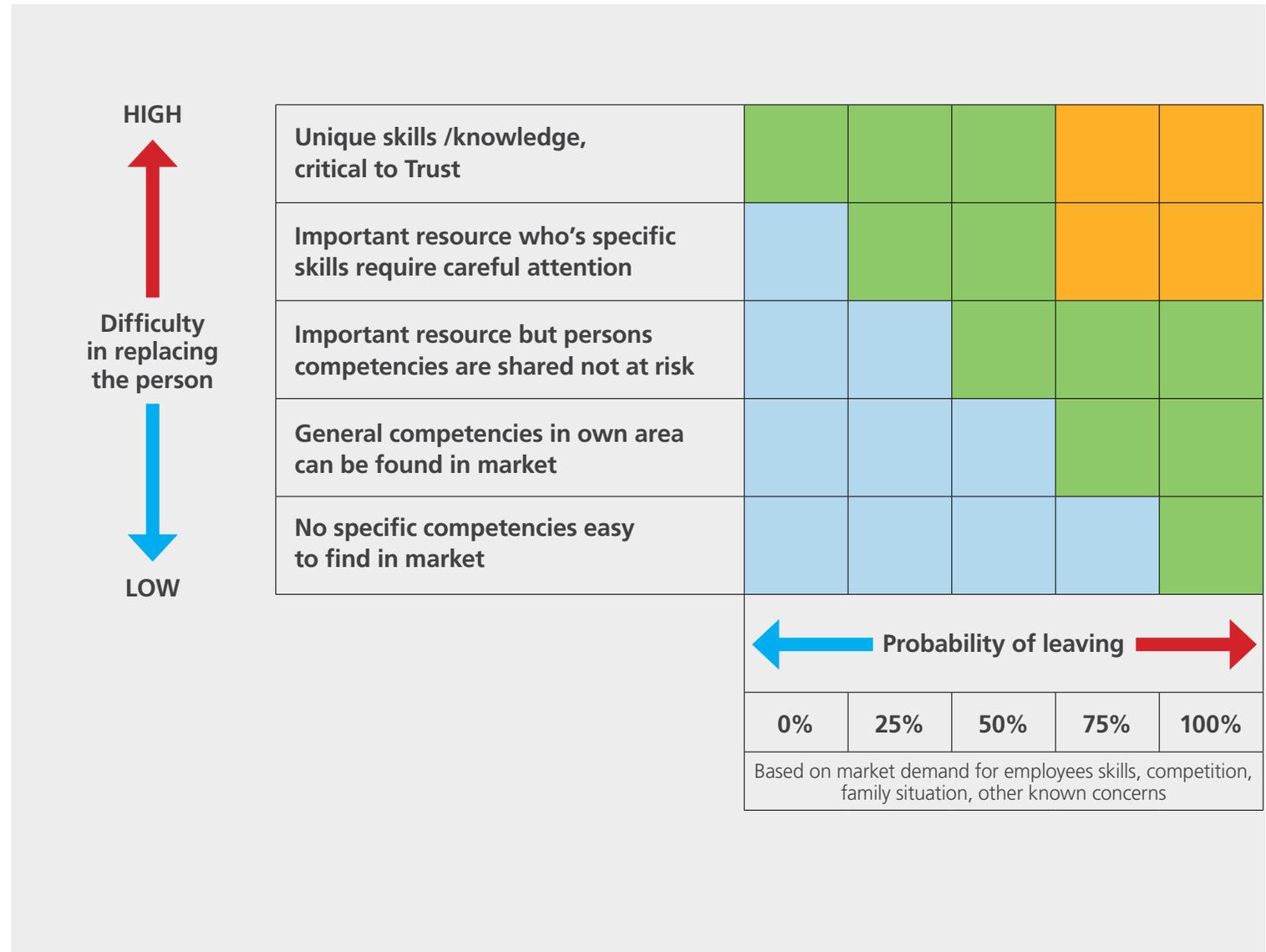
Part of our retention improvement work will be to review all aspects of the journey a member of staff takes whilst working at SATH. Each area will be improved to ensure all employees have the best possible experience.



**As well as the holistic approach to retention we will also develop a much more targeted approach.**

We will identify high risk, high impact roles and design tailored retention packages to target individuals. A menu of packages for staff will be developed ranging from health and wellbeing support to long service and retention payments (particular for hard to fill clinical posts). We will then tailor these packages to individuals. The following heat map is one way we will be more targeted, by identifying where our risk is across the Trust.

**Retention Risk Heat Map**



## Priority Actions

### Retain the workforce we have recruited

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
<b>Embed an on boarding team that also manages and supports employee benefits</b>	Provides dedicated support to new recruits and helps them settle in to role	<ul style="list-style-type: none"> <li>• Stay conversations</li> <li>• Exit interviews</li> <li>• Career conversations</li> <li>• Benefits discussion</li> <li>• International staff support</li> </ul>	December 20
<b>Provide opportunity for feedback on staff experiences in first 12 months</b>	Better insight into how we can continually improve our resourcing approach	<ul style="list-style-type: none"> <li>• Feedback database</li> </ul>	January 21
<b>Promote a range of flexible working arrangements</b>	Creates more opportunity for staff which might prevent them from looking elsewhere	<ul style="list-style-type: none"> <li>• Flexible Retirement</li> <li>• Home (Remote) Working</li> <li>• Job-share</li> <li>• Part-Time working</li> <li>• Variable working patterns</li> </ul>	February 21
<b>Review opportunities for internal movement and retraining of staff</b>	Ensures staff can seek change and opportunity within SaTH rather than elsewhere	<ul style="list-style-type: none"> <li>• Internal transfer scheme</li> </ul>	February 21
<b>Identify high risk high impact staff and set up targeted retention packages</b>	Individual solutions to the highest risk staff who are flight risk	<ul style="list-style-type: none"> <li>• Link to benefits and flexible working</li> </ul>	May 21

# Medical Recruitment Strategies

Medical recruitment has specific challenges due to national shortages of doctors.



The following initiatives will help SaTH address the current short fall in medical staff:

**Enhancing our direct sourcing model** with support from a branding agency to have a strong presence on social media (Instagram, snapchat, Facebook) for our key roles

**Refer a Doctor** – A key strategy to aid UK recruitment would be a process for recognising and incentivising our existing doctors in referring other doctors to SaTH. This approach would be via a referral payment to current substantive doctors for referring another doctor.



SaTH can offer new and challenging opportunities to high performance candidates who reach their full potential in their current role, to enhance their career progression within the Trust.

## International Recruitment

The existing approach relies on medical recruitment agencies providing CV's of doctors who are seeking employment in the UK.

We will have an overarching international strategy that sets out our approach for all specialities.

**We will contact retirees / leavers** to see if they would return if offered enhanced remuneration and benefits.

**We will explore partnerships with international hospitals (either government or private) to provide doctors on rotation / placement.**

This arrangement would see SaTH agree to take doctors for a set period of time allowing time for them to gain experience in UK and then they would return to home country.

**On Site Learning Events** – Using learning events held at SaTH is a strategy to help showcase our organisation and what we have on offer. SaTH would run development sessions using our Consultants to deliver day/half day events on a range of clinical issues and education. It would result in doctors coming to our site which then gives SaTH the ability to promote opportunities/jobs whilst helping develop the wider NHS. This strategy would be used post COVID-19.



### Focus on the current and future development programmes at SaTH

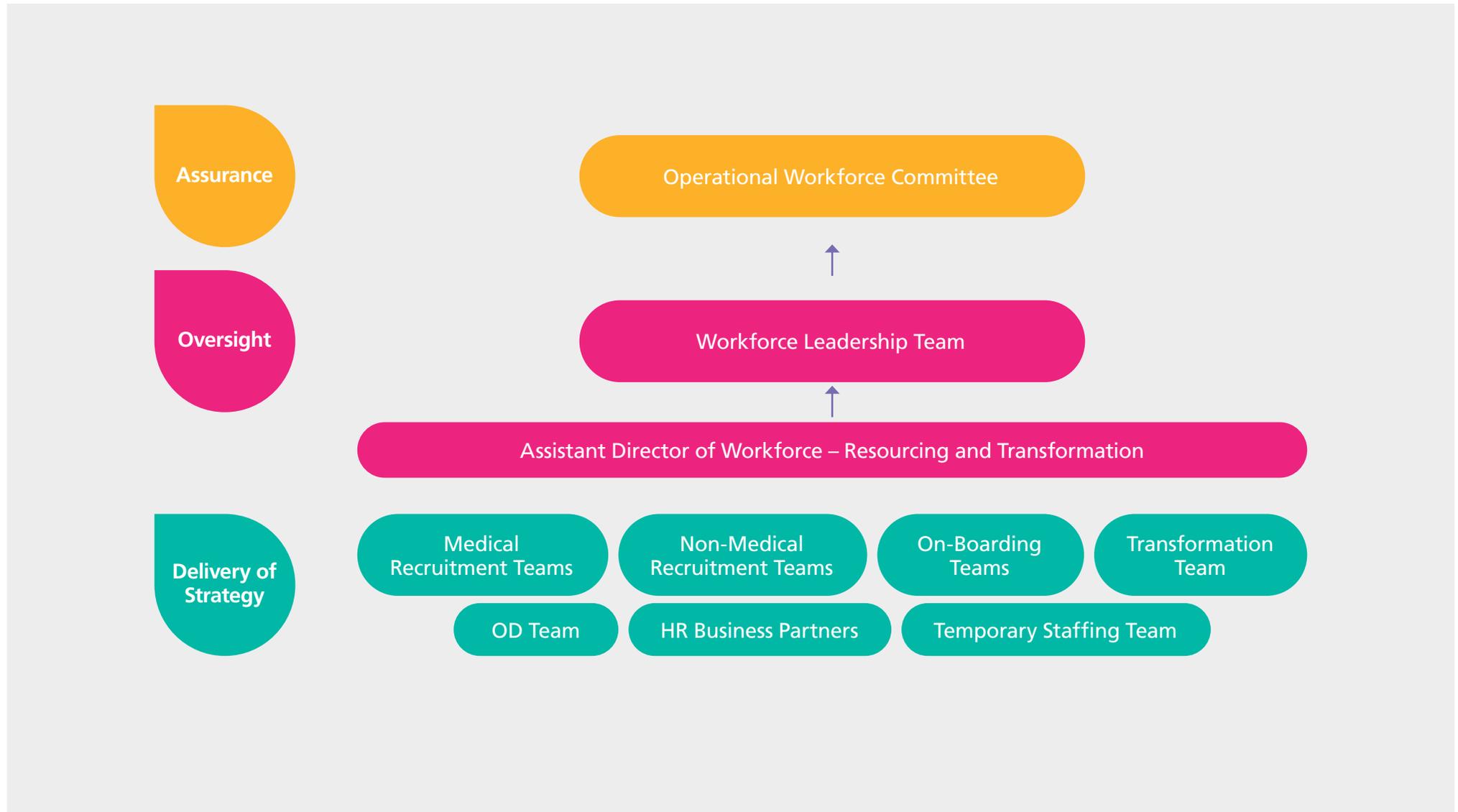
Clinical Fellowship programme – for Juniors to Middle Grade

CESR programme – to Consultant level

Aspiring Clinical Director programme and  
Aspiring Medical Director programme



# Governance and Delivery of Strategy



# Risk and Mitigation

## Risks to delivery of recruitment and retention strategy:

### Cause:

Inability to recruit and retain a high quality workforce

### Effect:

Inability to continue with current provision of service

### Potential impacts:

- Poor experience for patients
- Delays in care
- Failure to comply with national standards and best practice tariffs
- Reduced quality of care
- Further difficulties in recruiting staff



RISK	MITIGATION
<b>COVID pandemic impacting international recruitment –delays due to travel restrictions</b>	<ul style="list-style-type: none"> <li>• Larger cohorts of nurses being allocated whilst travel restrictions not in place over 150 recruited from India</li> <li>• UK sources of recruits and longer term nurse apprentices</li> </ul>
<b>Further negative media coverage creating poor image and making recruitment difficult</b>	<ul style="list-style-type: none"> <li>• Use of media agency to support brand and marketing that considers negative media coverage</li> </ul>
<b>Insufficient resource to deliver strategy</b>	<ul style="list-style-type: none"> <li>• Investment in Workforce Directorate structure to ensure sufficient resources are allocated to recruitment and retention</li> </ul>
<b>Lack of funding for new roles</b>	<ul style="list-style-type: none"> <li>• Work with HEE to establish funding plan for 20/21 and beyond</li> </ul>
<b>Managers and other stakeholders time is diverted to other winter operational matters</b>	<ul style="list-style-type: none"> <li>• Ensure all process improvements are streamlined and in place ahead of winter to reduce the burden on managers time</li> </ul>
<b>Brexit creating uncertainty and ability to recruit from EU and Non-EU</b>	<ul style="list-style-type: none"> <li>• Brexit continuity plan finalised . Regular review of Brexit position to ensure we mitigate new risks</li> </ul>
<b>COVID second peak diverts resources or creates less attractive roles</b>	<ul style="list-style-type: none"> <li>• Key members of team focused on delivery of plan and business continuity planned as part of COVID preparation</li> </ul>



Partnering  
Ambitious  
Caring  
Trusted