

BOARD OF DIRECTORS MEETING (Open)

Date: 14 June 2017

Item Ref: 5iii

| | |
|--|--|
| TITLE OF PAPER | Registered Nurse Recruitment & Retention |
| TO BE PRESENTED BY | Liz Lightbown, Executive Director of Nursing, Professions & Care Standards & Dean Wilson Director of HR. |
| ACTION REQUIRED | For the Board to receive & discuss the report. |
| OUTCOME | Board members are aware of some of the key challenges to nurse staffing, recruitment & retention and the plans being put in place to address the challenges. |
| TIMETABLE FOR DECISION | 14 th June 2017 Board |
| LINKS TO OTHER KEY REPORTS/ DECISIONS | The RCN's report ' <u>Safe and Effective Staffing: the Real Picture</u> ' Monthly Safer Staffing Reports |
| BAF OBJECTIVE No and TITLE | BAF Obj. 1.1 Quality & Safety |
| LINKS TO THE NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES | HSE <input type="checkbox"/> MH Act <input type="checkbox"/> Equality <input type="checkbox"/> BME <input type="checkbox"/> Disability Legislation <input type="checkbox"/> NHS Constitution-Rights: Staff <input type="checkbox"/> Service Users <input type="checkbox"/> Public <input type="checkbox"/> Principles <input type="checkbox"/> Values <input type="checkbox"/> |
| IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT | Insufficient nursing capacity & capability to deliver safe, high quality care. |
| CONSIDERATION OF LEGAL ISSUES | Failure to meet required regulatory care standards. |
| Author of Report and Designate | Liz Lightbown, Giz Sangha, Deputy Chief Nurse, Caroline Parry, Assistant Director HR and Debra Breese, Deputy Director Nursing |
| Date of Report | 6 th June 2017 |

SUMMARY REPORT

Report to: Open Board of Directors

Date: 14th June 2017

Subject: Registered Nurse Recruitment and Retention

From: Liz Lightbown, Executive Director of Nursing, Professions & Care Standards & Dean Wilson Director of HR

Author: Liz Lightbown, Giz Sangha, Deputy Chief Nurse, Debra Breese, Deputy Director Nursing & Caroline Parry, Assistant Director HR.

1. Purpose

| <i>For Approval</i> | <i>For a collective decision</i> | <i>To report progress</i> | <i>To seek input from</i> | <i>For information</i> | <i>Other (please</i> |
|--|----------------------------------|---------------------------|---------------------------|------------------------|----------------------|
| | | √ | √ | | |
| Board members are aware of some of the key challenges to nurse staffing, recruitment & retention and the plans being put in place to effectively address the challenges. | | | | | |

2. Summary

Nurse recruitment is a national patient safety issue. Shortages of Registered Nurses have been in the national news and it is predicted that the number of students entering nurse training will drop substantially as Bursaries for nursing students are withdrawn.

This is a national picture of workforce challenges in the NHS. The RCN's report ['Safe and Effective Staffing: the Real Picture'](#) released on 14 May 2017 states that *"NHS patients will be at risk of falling care standards unless all four UK countries have legislation to guarantee safe staffing levels"*.

"Three-quarters (76%) of nurse leaders in the UK who participated in our research say they are concerned about ensuring safe staffing levels. 90% say they are concerned about recruiting new staff, whilst 84% are concerned about retaining current staff. Four in five (82%) nurse leaders in our research say that their organisations run on the goodwill of their staff to keep services running."

"The future of the mental health workforce briefing" (Mental Health Network NHS Confederation) in May 2017 stated:

“Provisional data from NHS Digital showed that there were a total of 35,943 mental health nurses in October 2016. The number of nurses fell by over ten per cent between October 2009 and October 2016, when there were 40,862 mental health nurses in Post”

A snapshot of Registered Nurse Vacancies taken on 2nd May 2017 in the Trust showed there were 34.8 band 5 and 14.6 Band 6 vacancies.

Thus far, three key challenges to retention identified:

1. Career progression (lack of / unclear pathways)
2. Inpatient 24/7 shift patterns and the effect on work/life balance
3. Stress of the work – this needs exploring further to understand the specifics.

Thus far, five key challenges to recruitment identified:

1. Competition (incentives offered by other organisations)
2. Poor quality of written applications
3. Interviewees accepting multiple job offers
4. Applicants pulling out once offered
5. Inefficient & ineffectual internal recruitment processes (not strategic, old fashioned /piecemeal).

Key Actions Being Taken to Address Shortfalls in Staffing (present - 6 months)

A Microsystems Coaching Approach is being used to create a recruitment & retention strategy for nurses in the Trust in the short – medium term.

Joint Recruitment & Retention Strategy / Drive:

Between Nursing and Human Resources, this process will be overseen by the Executive Director of Nursing & Director of HR and led by the Deputy Director of Nursing & Assistant Director of HR, to fully understand & address how to attract & retain the best nurses.

Effective Recruitment Management:

Commence regular recruitment days (open advert for band 5 / 6 nurses) across the Trust with central oversight from a Senior Nurse with a dedicated HR representative.

Monitoring Attrition Rates:

Last year 10% of the nursing workforce left the organisation (mirroring the national picture) therefore potentially over recruit and closely monitor starter, leaver rates per quarter.

Working with Student Nurses:

Gathering qualitative & quantitative intelligence data on Student Nurse's experience of their training, their future employment choices and their post qualification requirements, for example 2 year post qualification:

- Clinical rotation programmes
- Full preceptorship package
- Effective clinical supervision.

Students to commence their employment interview at the end of Year 2 and an offer of employment to suitable candidates will be given, conditional on completion of their registered nurse qualification, sign off by their SHSC / University mentor & supported by an effective HR process (SHSC).

Working with Existing Nursing Staff:

Senior Nurses are proactively talking to newly registered and experienced nursing staff in bed based & community services, gathering qualitative & quantitative intelligence regarding job satisfaction, ideas they have for improvements to retention and an offer for them to contribute to the new recruitment & retention strategy.

Resilience Project:

The Resilience Project has been setup for newly registered nurses who are making the transition from student to a registered nurse and is delivered by the Cognitive Behavioural Psychotherapy Education Department focusing on staff's resilience. The project aims to acknowledge the challenges of newly qualified staff working on the inpatient wards in particular. It seeks to educate staff about resilience and teach nurse positive ways of managing and fostering personal resilience. To date newly registered nurses have reported a positive support experience and learning outcomes.

Exit Interviews:

Improve on consistently carrying out exit interviews to collate reasons for staff leaving and encouraging open and honest conversations with leavers.

Reducing Attrition Rates in the Trust:

There were 65 registered Nurses that left the Trust between 01/04/16 - 31/03/17 and their leaving reasons are described below: (3 of the nurses indicated were above band 7.) 3 of the 65 leavers did not receive their increment due to not meeting the criteria and had not received at the time of leaving.

| Leaving Reason | Total |
|--|-----------|
| Death in Service | 1 |
| Employee Transfer | 1 |
| End of Fixed Term Contract | 1 |
| Flexi Retirement | 12 |
| Mutually Agreed Resignation - Local Scheme with Repayment | 2 |
| Redundancy - Compulsory | 1 |
| Retirement Age | 6 |
| Voluntary Resignation - Child Dependents | 1 |
| Voluntary Resignation - Health | 5 |
| Voluntary Resignation - Incompatible Working Relationships | 1 |
| Voluntary Resignation - Lack of Opportunities | 1 |
| Voluntary Resignation - Other/Not Known | 12 |
| Voluntary Resignation - Promotion | 9 |
| Voluntary Resignation - Relocation | 8 |
| Voluntary Resignation - To undertake further education or training | 1 |
| Voluntary Resignation - Work Life Balance | 3 |
| Grand Total | 65 |

Addressing the Gaps in Nurse Staffing:

The Microsystems Group formed in April 2017 and comprises Senior Nurses and colleagues from Human Resources & Education, Training & Development. The purpose is to work together to better understand & consider in detail the current problems, challenges and barriers to efficient & effective nurse recruitment and retention in the organisation.

The Microsystems group defined its purpose as, „*to support the Trust to creatively and efficiently recruit and retain skilled nurses*’.

Establishment of New Roles / Posts / Career Pathways:

Career Pathways:

Developing career pathways from offering work experience to school student in years 10 - 13 (14 – 18 years) and apprenticeships to 16 – 18yr. olds, thus offering early exposure to the NHS & a possible career in health care, up to Executive Nurse (to be established).

Assistant Practitioner

Commenced Assistant Practitioner (AP) posts in the Specialist Directorate in Dementia Nursing Homes (Woodland View where it has been traditionally difficult to recruit staff) which has evaluated well. It is a role that affords career development opportunities for Clinical Support Workers to undergo training & increase their grade (to Band 4) and gain experience to more effectively support registered nurses. The plan is to look at a rollout programme to other priority clinical areas.

Nurse Associates:

Three Mental Health providers in England are currently piloting. It is a two year training with a qualification that enables a qualified Nurse Associate to practice in support of the Registered Nurse. (review & learn from pilots & develop the role at SHSC).

Secondment: Clinical Support Staff to Registered Nurse Training

Staff pay their own course fees whilst the employer continues to pay a salary. Quickest completion time for this training is two years.

Higher Apprenticeships (Degree level)

An alternative route to attain a Registered Nursing qualification – to be developed by SHSC/University.

Advanced Nurse (Clinical) Practitioners

In June „17 applications were submitted to Health Education England (HEE) to support the introduction of Advanced Nurse Practitioner (ANPs) across all our Inpatient & community specialisms. Such roles have existed for some time in General /Acute Health care. Sheffield Hallam University offer a 3 year part time masters with modules that have a mental health focus. In this academic year (October 17 - October 18) the organisation can access course fees and back fill monies of £18,000 per candidate.

Approved Clinicians

In the in patient areas, a job description is being progressed, supported by local / regional colleagues.

Links with the Sheffield Hallam University (SHU)

Development of an accredited preceptorship programme, two years post qualification (in other regions this has increased retention & fast track progression through incremental points for some staff).

PR & Marketing

Access to schools and colleges commenced to promote career pathways in the organisation from Apprentice to Consultant Nurse (to Executive Nurse). Promote greater understanding of the accessibility and range of opportunities available in the Trust as an employer, supporting the widening participation agenda and future workforce planning.

Link & Learn:

Establishing links with other trusts to learn from their experience / expertise (links made with Lincolnshire Partnership & being made with Camden & Islington).

3. Next Steps

- Widen the remit of this work to other professional staff groups (Medical, Allied Health Professional, & Psychology)
- Deliver the revised trust wide Workforce Strategy & accompanying Delivery Plan by September 2017.

4. Required Actions

- Board members are asked to receive and discuss the Registered Nurse Recruitment & Retention.

5. Monitoring Arrangements

Via the newly established (executive led) Effective Staffing Committee reporting to EDG & WODC

Via the Monthly Safer Staffing Group – Chaired by the Deputy Chief Nurse

6. Contact Details

For further information, please contact:

Liz Lightbown Executive Director of Nursing, Professions & Care Standards
Dean Wilson Director of HR

And

- Debra Breese, Deputy Director of Nursing; Debra.Breese@shsc.nhs.uk
- Giz Sangha, Deputy Chief Nurse; Giz.Sangha@shsc.nhs.uk
- Caroline Parry, Deputy Director of HR, Caroline.Parry@shsc.nhs.uk