

Norfolk and Suffolk Foundation Trust (NSFT)

Suffolk Health Overview and Scrutiny committee – Registered Nursing Recruitment and Retention

The following report addresses the specific questions posed by the HOSC to NSFT in relation to registered nursing recruitment and retention.

In support of our Workforce and Organisational Development Strategy 2016 – 21, we have recently reviewed our recruitment and retention plans for the next five years. A link to our recruitment and retention strategy can be found on page 52. In regard to registered nursing staff, this particularly focuses on:

- Making NSFT attractive as a place to train and work;
- Guaranteed employment opportunities for nurses following qualification for those who have undertaken training within our services;
- Development of our nurses, especially within their first year of qualification via our Academy;
- Developing career pathways which includes specialist (e.g. nurse practitioner) and leadership routes;
- Development of new roles and skills mixes;
- Growing our own – from Apprentices, to Associate Nurses and Assistant Practitioners to registered nurses;
- Flexible nurse training pathways such as flexible accelerated training routes for Assistant Practitioners with Foundation Degrees and graduates from other disciplines;
- A flexible approach to retirement and return to practice.

Demand Factors:

Currently, across all services in Norfolk and Suffolk, NSFT has an overall vacancy rate of 11.3% with a rate of 12.53% specific to all Suffolk Services. The vacancy rates for registered nursing staff in Suffolk is, however, higher at 14.03%. As can be seen in table 1 below, large variance can be observed between rates in the East and West of Suffolk.

Table 1: Registered Nursing Staff Vacancies Across Suffolk (East and West Localities) as at May 2016

Locality	Service Line	Establishment	Staff In Post	Vacancies	Vacancy Rate
<i>Suffolk East Total</i>		207.34	187.68	19.66	9.48%
<i>Suffolk West Total</i>		147.1	117.03	30.07	20.44%
Grand Total		354.44	304.71	49.73	14.03%

Table 2 below shows that in the last 12 months (April 2015 to May 2016), NSFT placed a total of 153 adverts for 274wte registered nurses on the NHSJobs website. In total, across all adverts, we received 114 applications (including applications from internal staff), however, no appointments were made against 67 adverts.

Table 2: Recruitment – Adverts placed between April 2015 and May 2016

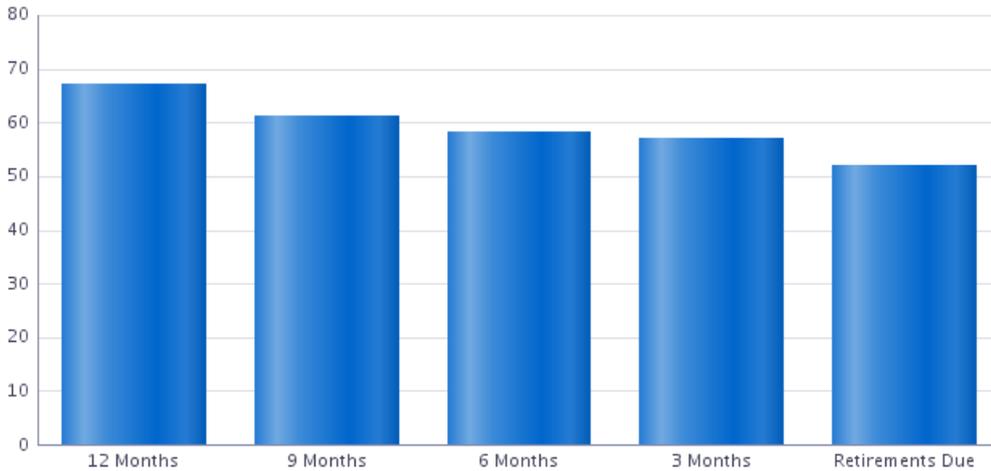
Locality	Adverts Placed	Total WTE Advertised	Number of applications submitted*	Number of unsuccessful adverts
East Suffolk	87	196.02	60	31
West Suffolk	66	78.8	54	36
Grand Total	153	274.82	114	67

*includes applicants from internal staff

Supply Factors

Assuming an average retirement age of 60, it is anticipated that 68wte registered nursing staff could potentially retire over the next 12 months within Suffolk. This accounts for 22% of the registered nursing population in Suffolk mental health services.

Graph 1: Cumulative Retirements Due (retirement age = 60)



Between April 2015 and May 2016, NSFT externally hired 39.35wte registered nursing staff into services in Suffolk. In the same period, 31.5wte registered nursing staff left services in Suffolk.

The main reasons for leaving include retirement (accounting for 34.8% of all leavers in the year) and work-life balance (21.4%)

Graph 2: Nursing Leavers and Starters per month

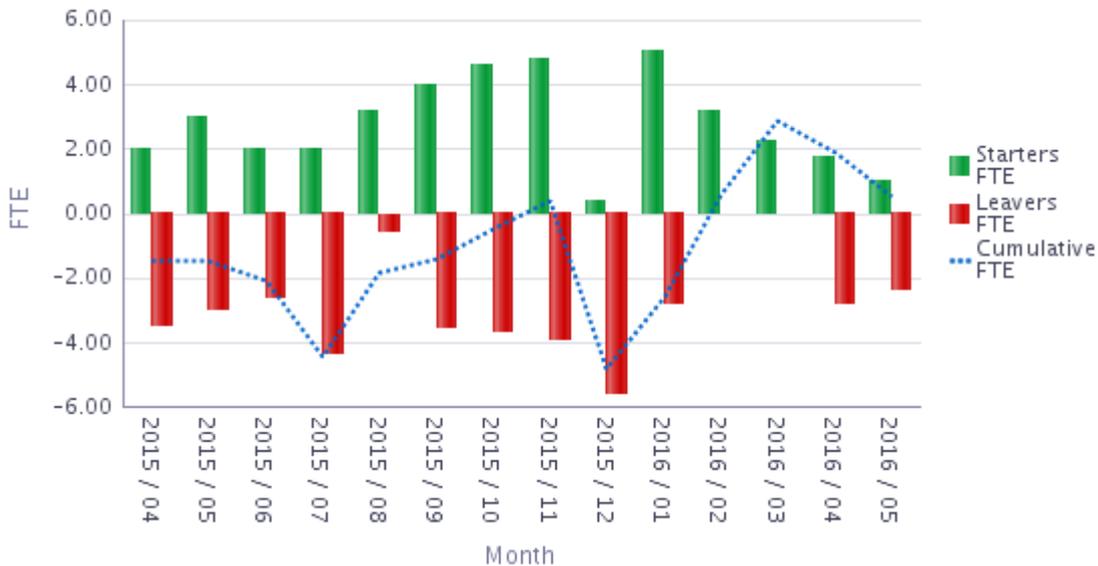


Table 3: Reasons for leaving – registered nursing staff (April 2015 to May 2016)

Reasons for Leaving	Suffolk East	Suffolk West	Grand Total	%
Death in Service	1.0	0.0	1.0	3.2%
Dismissal - Some Other Substantial Reason	1.0	0.8	1.8	5.7%
End of Fixed Term Contract	1.0	0.0	1.0	3.2%
Retirement Age	8.0	3.0	11.0	34.8%
Voluntary Early Retirement		0.4	0.4	1.3%
Voluntary Resignation - Health	0.6	0.6	1.2	3.8%
Voluntary Resignation - Lack of Opportunities	1.0	1.0	2.0	6.3%
Voluntary Resignation - Promotion	1.6	1.0	2.6	8.2%
Voluntary Resignation - Relocation	2.9	1.0	3.9	12.3%
Voluntary Resignation - Work Life Balance	2.2	4.6	6.7	21.4%
Grand Total	19.2	12.4	31.5	100.0%

Other current and emerging factors impacting supply and retention not already referenced include (in no particular order):

- The impact of the national STP process on our workforce across the County and the need for different job roles;
- Uncertainty regarding the future role of HEEs, particularly in regard to clinical educational commissioning and a lack of skill and experience in this area amongst provider organisations;
- The move to registered nurse training being degree rather than diploma level has restricted some people who would make great nurses cannot meet the initial academic requirements to qualify and register;
- Assistant Practitioners (who hold a Foundation Degree qualification and can do much of the work of a registered nurse) cannot be included in registered nurse safer staffing numbers despite being part of the team staffing compliment
- An affordable and capable temporary staffing supply for registered nurses is a challenge to meet gaps in the substantive workforce;
- There are high attrition rates on the nursing degree courses from our local universities however, for mental health, retention rates post training within the NHS in Suffolk are very good;
- The possible move from bursary payments to a fee paying university course;
- Registered nursing is not included on the national skills shortage list which means we are reliant on meeting the UKBA sponsorship 'hurdles' for recruiting non-EEA nurses (with limited sponsorship certificates available) and face an uncertain future in light of the potential implications of our future disengagement with the European Union in regard to the free movement of workers given national registered nurse skills shortages;
- Department of Health workforce planning processes are limited in their effectiveness given the obligation on NHS providers to ensure their workforce plans meet financial envelopes which results in education commissioning being constrained by current economics rather than informed by a true picture of future workforce needs;
- Market competition for this skills commodity is a particular issue in Suffolk given the choice of surrounding employers e.g. Essex, Hertfordshire, Cambridgeshire, Lincolnshire, and Norfolk. In west Suffolk particularly, the issue of higher house prices also creates a barrier in our ability to recruit staff.

Ben Askew,
HR Systems Manager
 27.06.16

Sarah Ball,
Head of Workforce and Organisational Development

Copies of the NSFT documents "Recruitment and Retention: Our Strategic Approach and Plans 2016-2021" and "Workforce and Organisational Development Strategy 2016-2021" can be accessed via the following link:

[http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=20/Jul/2016&c=Health Scrutiny Committee](http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=20/Jul/2016&c=Health%20Scrutiny%20Committee)