

**Recruitment and Retention:
Our Strategic Approach and Plans 2016 - 2021**

This document describes our strategic approach to recruitment and retention for the next five years and beyond. It is based on what we know from existing challenges, what is emerging, and what we need to ensure we have a quality driven and sustainable workforce.

Our ability to recruit and retain great people who have the right knowledge, skills, values and behaviours is fundamental to the delivery of our strategic goals set out in our Trust Strategy 2016 – 21 of:

- 1: Improving quality and achieving financial sustainability
- 2: Working as One Trust
- 3: Focusing on prevention, early intervention and promoting Recovery

The aim of this strategy is to ensure we can attract the right people with a skill mix that supports quality care through development of current as well as new roles and career pathways.

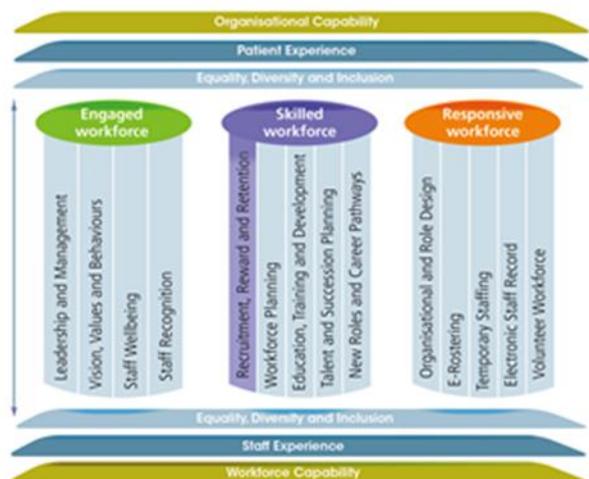
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Staffing for now and our future

This document sets out our strategic approach to recruitment and retention, taking account of current workforce projections, our Trust Strategy 2016 – 21 and its supporting plans; existing and emerging recruitment and retention challenges and opportunities; national direction in the Five Year Forward View for mental health and the Carter Review 2016 as well as local need. This includes the opportunity for greater collaboration with other organisations through the Sustainability and Transformation Plans.

This strategy sets out our strategic approach to managing these through delivery of the recruitment and retention elements of our Workforce and Organisational Development Strategy 2016-21, Putting People First. The following diagram shows how this work fits strategically within our overall workforce strategy.



It is a key enabler to achievement of our strategic Trust goals¹, as set out below:

Strategic Goal	How this strategy supports this
1. Improving quality and achieving financial sustainability	Through the provision of an engaged, committed, capable and regular workforce; reducing reliance on temporary staff
2. Working as One Trust	Through a Trust-wide collaborative approach to recruitment and the sharing of good practice in retention of staff by providing equal opportunities to training and development
3. Focussing on prevention, early intervention and promoting Recovery	By developing our recruitment and retention policies and practice to support a culture of employing staff who share our vision, values and behaviours

The recruitment and retention of skilled staff is a continuing challenge across the NHS due to national skills shortages and market competition. Additionally, lessons learnt from the Francis Inquiry compel us to recruit staff who not only have the clinical skills and experience to undertake their roles effectively but, equally importantly, also have the right attitudes and behaviours to deliver compassionate care.

Over recent times it has become increasingly more challenging to recruit staff groups such as registered nurses and psychiatrists, as well as skilled non-clinical staff in IT and estates maintenance.

¹ Trust Strategy 2016-21

While our clinical vacancy rate is currently lower when benchmarked against other Mental Health Trusts, we still face considerable challenges in recruiting to some areas given our geography with many rural and coastal locations and comparatively high house prices. This is compounded by there being a number of NHS employers within our patch, making it an employee's market with media and public perceptions of our Trust and mental health services also having an impact.

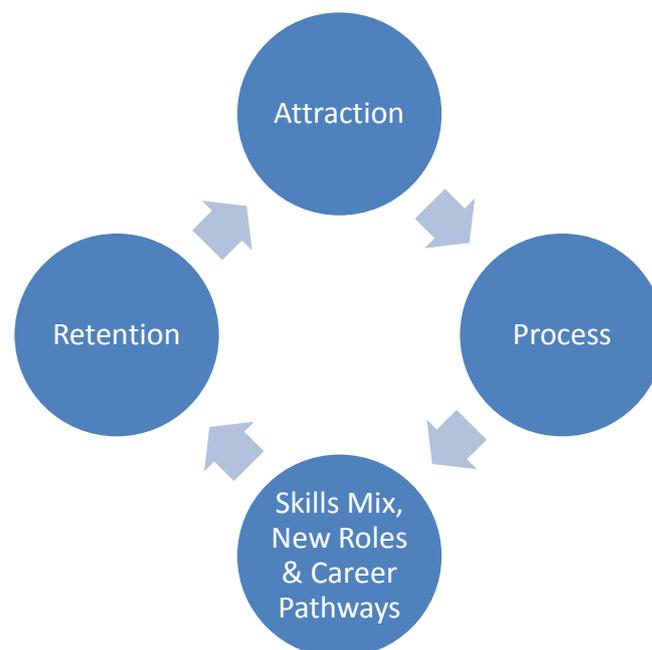
However, as the only NHS mental health provider across Norfolk and Suffolk with established nursing degree courses at both county universities we do have opportunities. Currently 96% of mental health nursing students from the University College Suffolk take up employment with the Trust and 88% of students from the University of East Anglia. We also have a close alliance with the University of East Anglia's Medical School. We will build on these further as national changes in funding for clinical and nurse training emerges along with our ability to influence different training packages and pathways.

We recognise that even without recruitment challenges, if we are unable to retain our staff, this impacts the quality of our service provision and it has significant financial implications in terms of the costs of recruitment and temporary staffing cover. We value and are proud of the commitment and contribution of every member of staff and want our staff to be equally proud to work for the Trust.

Through delivery of this strategy we want our staff to feel fulfilled, treated fairly and valued in their roles, recognised for the important contribution they make each day and for them to be engaged in positively shaping the services they provide and the culture of the environment they work in.

Our Focus

In order we make the right changes, at the right pace, over the lifetime of this strategy we will focus on the four areas shown in the diagram below.



Attraction

To enable us to recruit high calibre staff we must maximise every opportunity to positively promote our organisation as a desirable training provider and employer of preference. Therefore we will:

- Review what we offer as a place to study and train and put in place plans to improve our market position, the quality of educational provision, the quality of student and trainee experience and to improve the engagement of our students and trainees in future career opportunities within our Trust **(Medical Director and Director of Nursing)**
- Develop an innovative, consistent and relevant marketing and advertising plan which optimises social media to promote good news stories, achievements, career and employment opportunities **(Director of Strategy and Resources)**
- Use high impact and consistent organisational branding in all recruitment campaigns and promotion **(Director of Strategy and Resources)**
- Guarantee opportunities of employment for newly qualified nurses who have trained with us, subject to satisfactory assurance of their ability to work in line with our values **(Director of Nursing, Patient Safety and Quality)**
- Work closely with the public and third sectors (e.g. Ministry of Defence, ex-military groups, Princes Trust) to develop re-training routes that will attract individuals wishing to move to a new career within our Trust **(Director of Nursing, Patient Safety and Quality)**
- Promote career opportunities within the NHS and mental health services within local schools and colleges through the Ambassador Scheme and work experience programmes **(Director of Nursing, Patient Safety and Quality)**
- Regularly benchmark and review what we can offer as an employer to ensure we are competitive within the recruiting markets **(Director of Strategy and Resources)**
- Routinely monitor and our review our plans to ensure we attract and retain a diverse workforce, reflective of the communities we service **(Director of Strategy and Resources)**
- Review our current and emergent vacancies and deliver annual recruitment plans that are informed by our workforce plans and wider management information **(Director of Strategy and Resources)**
- Proactively engage with the local, regional and national labour markets through a variety of events and a combination of organisation-wide and local or profession focused targeted campaigns **(Director of Strategy and Resources)**
- Work in partnership with our temporary staffing bank provider to collaborate on targeted recruitment campaigns **(Director of Strategy and Resources)**

Process

Our recruitment process will support the ethos of the right people in the right jobs at the right time; professionally creating a positive experience for the candidate and an effective and efficient process for the recruiting manager. Therefore we will:

- Actively engage with streamlining work across the region. This will support the efficient portability of staff across NHS Trusts and minimise duplication of governance processes e.g. standardisation of systems, policies and processes **(Director of Strategy and Resources)**
- Regularly benchmark our recruitment process against other NHS employers and the public and private sectors and embed learning from our findings **(Director of Strategy and Resources)**
- Ensure our recruitment processes are efficient and effective through the application of lean methodology to increase the quality of services provided, within a shorter delivery time (time to hire) **(Director of Strategy and Resources)**
- Embed our values in all aspects of the recruitment process **(Director of Strategy and Resources)**
- Involve service users in our recruitment processes **(Director of Strategy and Resources)**

- Roll out development for managers on Values Based Recruitment and ensure this forms part of the future Leadership and Management Development Fundamentals Programme **(Director of Strategy and Resources)**
- Improve our evaluation techniques and processes to assess the success of our recruitment activities to ensure we focus on plans that deliver value for money **(Director of Strategy and Resources)**
- Manage recruitment delivery against key performance indicators (including time to hire) **(Director of Strategy and Resources)**

Skills Mix, New Roles and Career Pathways

Taking account of the significant national skills shortages, we need to look at alternative ways of delivering our models of care through the creation of new roles, skills mixes and career pathways. Therefore we will:

- Develop the Bands 1-4 clinical and non-clinical workforce embedding the national 'Talent for Care' strategy; this includes increasing and promoting our apprenticeship workforce as an attractive career pathway entry point and investing in their development **(Director of Nursing, Patient Safety and Quality)**
- Explore and develop more innovative approaches to access registered level training such as Assistant Practitioner pathways, flexible training programmes, accelerated graduate courses **(Director of Nursing, Patient Safety and Quality)**
- Regularly review our current and emergent hard to fill vacancies and consider skills mix variations and different ways of working prior to any recruitment campaign **(All Directors)**
- Work collaboratively with partner organisations to develop new and existing roles across clinical pathways to meet changing service needs, skills shortages and integrated operating models **(Directors of Operations)**
- Work collaboratively with Health Education East, the Deanery and educational providers to identify emerging needs and solutions to meet workforce demands and skills requirements **(Director of Nursing, Patient Safety and Quality / Medical Director)**
- Develop advanced nursing roles (such as Nurse Prescribers, Nurse Consultants) and will explore the role of the Associate Physician to mitigate challenges in recruiting doctors **(Director of Nursing, Patient Safety and Quality / Medical Director)**
- Strengthen our peer support and volunteer workforces and continue to develop effective ways of attracting and retaining them **(Director of Nursing, Patient Safety and Quality)**
- Grow our own workforce by developing clear career pathways across all roles (clinical and non-clinical), clearly identifying progression routes, development and training and education requirements, linking into personal development and succession and talent plans **(Director of Nursing / Director of Strategy and Resources)**
- Research and explore the feasibility of buying education places directly from universities **(Director of Nursing, Patient Safety and Quality)**

Retention

Everything we do links to how engaged staff feel and how committed they are to our Trust. As set out in our Workforce and Organisational Strategy, Putting People First, we want our staff to act as positive ambassadors for the Trust, proud of the work they do and positive about the Trust as a great place to work. Therefore we will:

- Provide opportunities for staff to develop their broader transferable skills and experience (such as involvement in projects, secondments) both within and across partner organisations to ensure we have an identified and ready succession of talented staff **(All Directors)**

- Develop rotational posts and secondment opportunities to broaden experience and knowledge within our clinical areas and, in some circumstances, across our partner organisations **(Director of Nursing, Patient Safety and Quality)**
- Ensure all disciplines of newly qualified clinical Band 5s have access to an Academy during their preceptorship year to support the consolidation of their learning, networking and support **(Director of Nursing, Patient Safety and Quality)**
- Work with our Ward Managers to review expectations of the role and identify development opportunities for current post holders and their successors **(Director of Nursing, Patient Safety and Quality / Director of Strategy and Resources)**
- Develop an innovative, effective and flexible induction process, using technology to best effect and ensuring the corporate and work based elements enhance and add value to the new starter experience; this will include engaging new staff before they start in post through an 'on-boarding' process **(Director of Nursing, Patient Safety and Quality / Director of Strategy and Resources)**
- Review and continually develop our leavers processes to ensure we receive as much effective data and information as possible about why employees are leaving, including those leaving within the first two years of service, using the intelligence to inform our strategic and operational plans **(Director of Strategy and Resources)**
- Work actively with our staff approaching retirement age to encourage and support them to have a more flexible approach to retirement, including returning to practice following retirement **(Director of Strategy and Resources)**

How we will deliver this

Our Trust Strategy 2016 - 21 sets out our operating model and accountability framework. This means that whilst the identified Executive Directors have accountability for implementation of their elements of this strategy; day to day accountability for delivery sits with the Strategic Organisational Development and Human Resources Manager and the Deputy Director of Nursing², with devolved responsibilities for delivery via operational managers led by the Locality and Corporate Services' leadership teams.

However, every member of staff has an essential role to play; as only by working collectively can we achieve this strategy and make our Trust a great place to work and a great place to receive care.

With overall leadership from the Executive Director of Strategy and Resources, the strategy will be managed as a transformational programme of work through the Workforce Mobilisation Board and monitored by the Board of Directors via the Organisational Development and Workforce Committee.

Whilst we will utilise our internal resources for delivery where appropriate and possible, where necessary to support capacity and/or due to specialist skills required, we will procure external support.

We recognise that this is an ambitious strategy and, in recognition of the resource required to deliver it, we have prioritised key areas for delivery across its five year lifetime, aligning them to delivery of our Trust goals of:

- 1: Improving quality and achieving financial sustainability
- 2: Working as One Trust
- 3: Focusing on prevention, early intervention and promoting Recovery

² In relation to the Education and Development elements

Domain	Milestone	Trust Goals*
YEAR 1		
Attraction	Develop an approach and 12 month action plan for utilising social media in alignment with the annual recruitment campaign plan	1,2
	Collaborate approach with bank provider on annual recruitment campaigns	1,2
	Explore and develop sustainable external recruitment routes including: Marketing campaign with schools and colleges. Develop a clinical traineeship programme that offers opportunities of employment at its end, for example Prince's Trust, Veterans Programme	1,2
	Further develop the Newly Qualified Academy, linked to Preceptorship and Edward Jenner Programme	1,2,3
Processes	Review and improve recruitment process using lean methodology	1
	Develop and implement values in all stages of the recruitment process, supported by implementing e-learning and training modules for managers	1,2
	Direct employment of student nurses that have been signed off in placement and who demonstrate our values	1,2
	Develop local workplace induction processes	1,2
Skills Mix and Career Pathways	Continue to develop the Talent for Care pathway	1,2,3
	Develop Apprenticeship Pathway making full use of Apprenticeship Levy	1,2,3
	Continue with engagement with Trailblazer Project, moving to Trailblazer 2 ¹	1,2,3
	Continue with supernumerary Clinical Apprenticeship scheme	1,2,3
	Pilot Nursing Associate Role	1,3
	Develop Flexible Nursing Pathway with further cohorts	1,2,3
	Develop advanced nursing roles, linked to Masters in Mental Health	1,3
	Develop the role of Non-Medical Prescribers	1,3
	Review Clinical Team Leader/Ward manager role	1,2
	Strengthen Volunteer Workforce through the appointment of a Volunteer Manager	1,2,3
Retention	Review, develop and improve leavers' processes	1,2
	Delivery of the revised Induction process involving the Recovery College in co-production	1,2
	Develop plans for rotational posts and secondments across the health and social care system	1,3
YEAR 2		
Attraction	Deliver strategic workforce recruitment plans including links to the Clinical Strategy	1,2
Processes	Review success of values based recruitment processes and explore and develop further values based recruitment initiatives e.g. assessment centres	1,2
Skills Mix and Career Pathways	Clinical Career Pathways developed	1,2

	Embed National Talent for Care Strategy	1,2,3
	Explore and develop buying education places	1,2
	Continue to develop advanced nursing roles and Physicians Associates	1,2,3
	Develop strategic organisational approach to succession planning and talent management and commence implementation	1, 2
Retention	Re-focus on retaining retirees and return to practice initiatives	1,2
	Implement nurse rotation programme	1,2,3
	Implement rotational posts and secondments across the health and social care system	1,3
YEAR 3		
Attraction	Evaluate delivery of strategic led workforce recruitment plans	1,2
Skills Mix and Career Pathways	Develop work experience programme that we market to the schools and colleges with opportunities that we offer	1,2,3
	Clinical Succession Planning established	1,2,3
YEAR 4		
Skills Mix and Career Pathways	Corporate Career Pathways developed	1,2
	Corporate succession planning established	1,2
YEAR 5	Review and develop strategic approach and plans for the next five years	1, 2, 3

Measuring success

In line with the success criteria set out within Workforce and Organisational Development Strategy 2016-21, Putting People First, the following indicators will be used to measure success:

- Vacancy rate stable across service areas and professional groups at 8% by 2021
- Voluntary turnover rate stable across service areas and professional groups at 10% by 2021
- Time to hire (advert to unconditional offer) reduced to 8 weeks (and maintained) by April 2017
- Trainee/student experience improved year on year* measured by survey outcomes and retention rates
- The rate of people leaving the Trust within one year of joining is at 10% or less by 2021
- Our workforce reflects the diversity of the communities we serve
- Our workforce management structure reflects the diversity of our Trust
- We will increase our apprentices to 92 whole time equivalents by 2017 and maintain this year on year at 2.3% of our workforce by 2021
- We will double our volunteers to 64 by April 2017 and then increase year on year to achieve and maintain between 180-200 volunteers by 2021