

Trust Board (Part One) 25 May 2016

Agenda Item	Title	Executive Director lead and presenter	Report author
BD/16/048	HR Report	Andrew Dean, Director of Nursing and Quality	Toria Nelson, Workforce Planning Manager Rachel Clark, Director of Organisational Development

This report is for:

Decision

Discussion

To Note

X

History

None

The following impacts have been identified and assessed within this report

Equality

X

Quality

X

Privacy

X

2016/17 Workforce report month 1

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Key Messages

Recruitment			<ul style="list-style-type: none"> • Recruitment of registered nurses remains a key issue with changes to ward establishments significantly increasing demand. • Actions are in place to ensure the Trust makes the most of recruitment opportunities • A new Recruitment system (TRAC) will be implemented during May 2016
Retention			<ul style="list-style-type: none"> • Retention of registered nurses is a priority for the organisation with high turnover in the context of recruitment challenges • Voluntary reasons for leaving are shown, some of which the Trust will wish to tackle as a key measure for improving retention.
Staff Engagement and Experience			<p>The three priority areas of the staff survey action plan are:</p> <ul style="list-style-type: none"> • improving the quality of appraisal, supervision and access to staff development • dignity at Work • staff health and wellbeing <p>These are shown alongside actions to address each area and target measures for improvement in the 2016 survey. The annual staff survey will run from October to December 2016.</p>
CAMHS TUPE			<ul style="list-style-type: none"> • 208 staff have transferred via TUPE from North Bristol Trust to AWP. The service is being managed via Specialised LDU. • 74% of the workforce are Band 6 and above and hold registration with a professional body; the training needs of this group are being clarified by the Learning and Development Team. • 63% work part time; this has a significant impact on delivery of Learning and Development activity. • Further analysis of the workforce will be available in June 2016 once a data cleanse exercise has been completed. <p>There is no data slide attached for this item.</p>

Recruitment

Current position

- The Trust currently has 307.92 vacancies against establishment (excluding CAMHS), 15.2% of those are qualified nurses

Hotspots and issues

- There is a recognised shortage of mental health nurses affecting application numbers for RMN roles; on some occasions no applications are received.
- **15.2% of LDU nurse posts** are currently vacant. Revised ward establishments require a 73% increase (205 WTE) in registered nurses against current staffing models.
- Recruitment of nursing staff in Wiltshire is a particular issue due to the cost of living, poor transport links and the fact that there is no local student training provider.

Actions

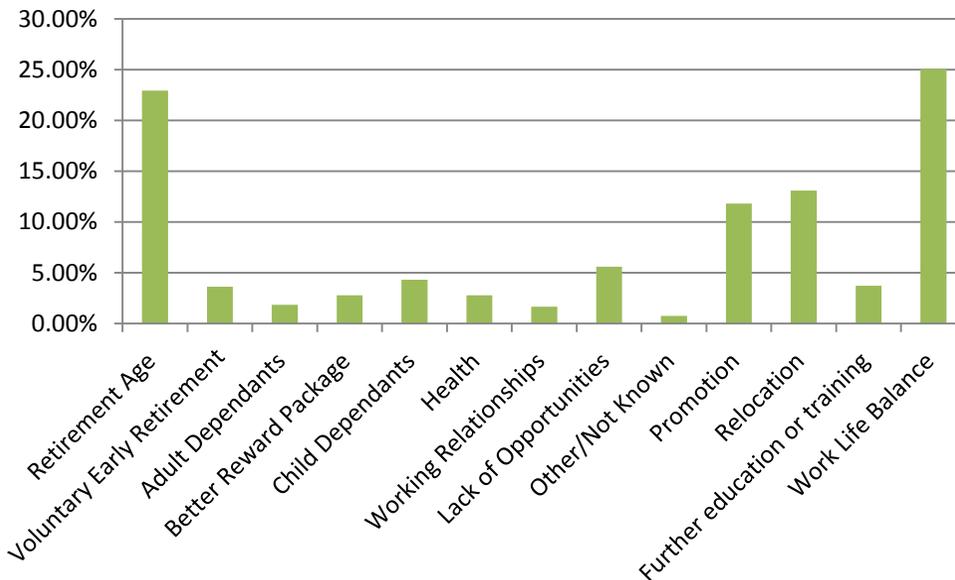
- We ensure high quality and effective student placements and preceptorships to attract and retain newly qualified staff. These staff require considerable investment in their first year in terms of training and support and Trust strategies and local staff engagement approaches must ensure wish to remain an AWP employee.
- AWP continues to attend university recruitment events to attract newly qualified staff. Where possible we convert agency and bank nurses to contracted staff and are exploring overseas recruitment.
- AWP is developing 'grow your own' strategies for increasing our registered nursing workforce through the apprenticeship programme and development of a career framework. Links with local academic providers are nurtured to address workforce development needs and we liaise with Health Education South West to secure sponsored nursing places.
- AWP participates in multiagency workforce groups in Wiltshire and Swindon.
- Centralised nurse recruitment was piloted earlier this year and a further event is planned for 11 June. This will focus on recruiting to key service areas.
- Incorporate the Recruitment and Retention Group into the Strategic Workforce Group to agree an integrated approach to workforce planning, recruitment and development

HR Recruitment Developments to note

- TRAC, new recruitment management system, will go live in the week commencing 16 May. The purpose of TRAC is to streamline recruitment processes. Following receipt of system access details all recruitment will be moved to the new system (including current cases). Recruitment Request Forms and Successful Candidate forms will be automated when the system is fully implemented.
- By the end of June it is planned that all recruitments in progress will be delivered via the new system. Initial information has been provided to recruiting managers through email and Ourspace. Further communication will follow as we move through the rollout process.
- The system will increase visibility of all recruitment processes for managers at levels, showing pinch points in processes which hold up recruitment. It will also simplify shortlisting and pre-employment checks.

Retention

**Registered Nurses - voluntary leaving reasons –
May 15 to Apr 16**

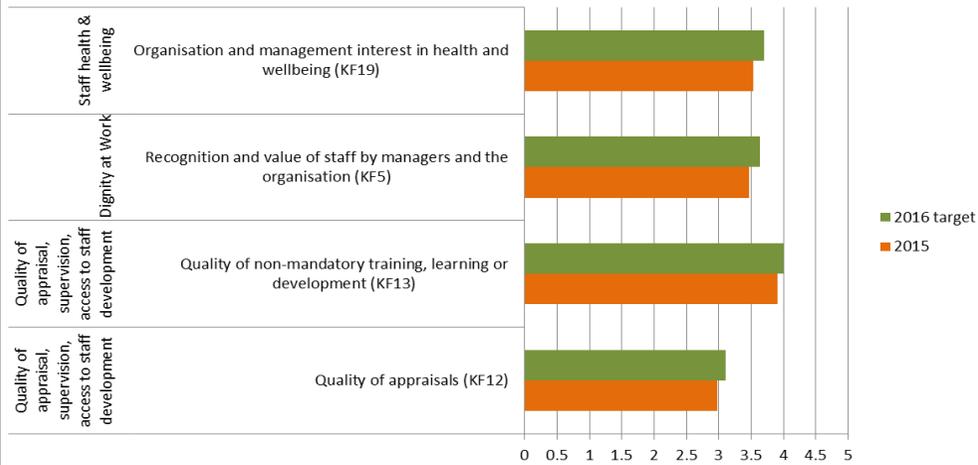


Commentary and actions

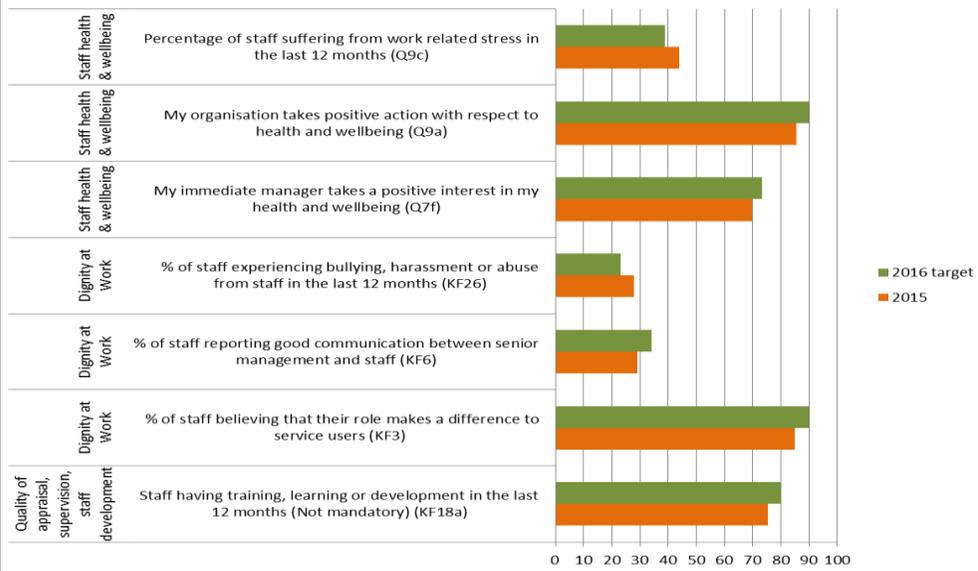
- **Trustwide turnover currently stands at 13.1%** (staff leaving the organisation through voluntary means) of which **26% are registered nursing colleagues**.
- The Trust uses evidence-based approaches to retain staff. There is a need to provide focused interventions appropriate to different staff needs and priorities.
- Analysis of turnover information by locality, professional group, pay band and age group is in hand to target interventions appropriate to each staff category. This information will be reported to Extended Executive Committee in June.
- Reasons for staff leaving the organisation is enabled through the use of electronic exit surveys introduced in January 2016.
- This report reviews reasons why **registered nursing staff** chose to leave the organisation between May 2015-April 2016.
- Analysis of **exit information** for registered nurses indicates the primary drivers for leaving the Trust are retirement and work life balance. 34 nursing staff left the organisation in the past year as a result. Addressing work life balance and working relationships would potentially have retained up to 34 nurses in the past 12 months.
- In the period May 15-June 16, 73 staff (9.3% of new starters) left within their first year of employment, of which 12 were staff nurses. Recognising the financial, training and managerial time to recruit these individuals it is recommended that the Trust reviews its approach to those in the first year of employment.
- Workforce planning, effective rostering practice and appropriate flexible working arrangements are key strategies to addressing stated reasons for leaving and enabling us to retain this valuable staff group.

Staff Survey Action Plan

Staff survey - quality improvement measures



Staff survey - percentage improvement measures



Commentary and actions

Analysis of 2015 Staff Survey results identified **three priority areas of focus** for the organisation. Actions will be taken to improve staff engagement and experience. Staff Survey Action Plans have been agreed for each Locality reflecting the three priority areas.

Baseline measures from the 2015 Staff Survey are described plus a target improvement for 2016 survey results. Interim measures include engagement in programmes, turnover and in year surveys.

Priority 1: Improving the quality of appraisal, supervision and access to staff development

- Appraisal and supervision training
- Revised appraisal form and procedures to make visible development opportunities
- Staff development/ wellbeing road shows to make visible development opportunities
- Implement Career Framework to support career planning and workforce planning
- Bursary awards
- Apprenticeship Programme

Priority 2: Dignity at Work

- AWProud campaign; AWProud tweetathon - Day in the Life of AWP
- Team of the Month and AWP Staff Awards
- Review Bullying, Harassment and Dignity at Work Policy and support arrangements
- Leadership Development Programmes; Coaching and mentoring; Leadership events
- Establish Staff Experience Groups (locality and Trust wide)
- Establish the role of executive Link Directors to increase visibility and role model organisational values
- Develop AWP Staff Compact
- Implement Culture of Care Barometer to promote open and transparent culture
- NHS Employers Equality and Diversity Partners Programme
- Positive Words Campaign (aligned with Safe Wards principle)

Priority 3: Staff health and wellbeing

- Caseload Management Tool (monitor size and complexity of caseloads)
- Staff development/ wellbeing roadshows
- Develop Managers Wellbeing Toolkit, including addressing work/life balance issues
- Review Stress Management and Wellbeing Policy
- Embed staff wellbeing in organisational change policy and procedures
- Review of supervision policy and procedures
- Wellbeing Campaigns (e.g. Healthy Eating; Walking Challenge; Stress Management)
- Introduce Team Standards (build on Team based Working Programme); pilot Team Appraisals (review operational effectiveness and team effectiveness)