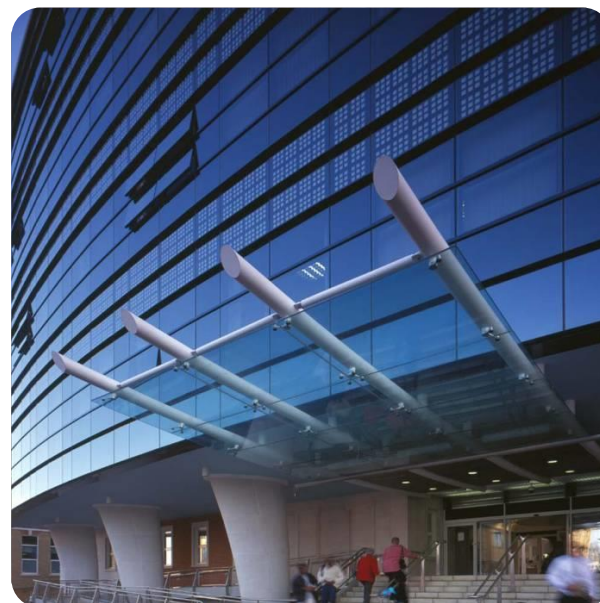


Recruitment & Retention Strategy update to Southwark HOSC

28 November 2017

King's



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- National NHS vacancies increased substantially between 2013 to 2016 from 6% to 11.1%
- Candidates have a wide choice of organisations with vacancies, particularly in clinical areas.
 - 86,000 adverts placed between January 1 and 31 March 2017 in England
- Royal College of Nursing reported 12,719 Nursing vacancies in London in May 2017 (0215: 10,140)
 - 15% vacancy rate for Nurses in South London

Recruitment

- Trust vacancy rate
 - 11.18% (best since 2015)
 - Band 5 nursing vacancy rate 9.14% (Oct 2017); reduced from 16.39% (April 2017)
 - Denmark Hill & Associated Sites vacancy rate is 10.34%
 - Networked Care vacancy rate is 7.02%
 - Urgent Care, Planned Care & Allied Clinical Services vacancy rate is 8.49%
 - Staffing – Highest permanent fill rate ever at 11,155 staff

Temporary Staffing

- Agency spend – £55m (2014/15); £47m (2015/16); £36.5m (2016/17)
- £30m forecast for 2017/18 – a 43% total reduction

Retention

- Denmark Hill & associated sites voluntary turnover reduction – 17.11% (October 2016) to 14.46% (October 2017);
- Sickness reduction – Rolling 12 months reduction from 3.64% to 3.29%;

Key Insights between 1 April 2017 and 31 October 2017

- Recruitment Target: 2500 (c.1950 Non-Medical and c.550 Medical & Dental*)
- Adverts placed on NHS Jobs: 1736
- Increased volume of non-medical starters comparatively (between January and October 2016 and 2017) from 1667 to 1732
- MTI scheme and International Medical Recruitment being expanded
- Recruitment Hotspot project aimed at reducing medical agency expenditure
- International Recruitment of Nurses: Target 400 in 2017/18 (on target to achieve this number by 31 March 2018)
- Activity is a mixture of centralised-led campaigns and supported recruitment within Divisions
- 11 films made to assist Divisional specialisms with their recruitment
- Nurse Recruitment Plan through to March 2018 covering HCA's, Band 5 and Band 6
 - Monthly assessments at Denmark Hill and the PRUH
 - Monthly events

- **April**
 - RCN London careers fair, Recruitment in Ireland (PRUH)
- **May**
 - 'Keep in touch event' for host students and new qualifying nurses (Denmark Hill and the PRUH)
 - Health Jobs Sector Careers (Cardiff) and Nursing Times Careers (Leeds) fairs
 - International Recruitment
 - British Council Job Fair (Greece); Philippines (164 successful candidates); Dubai (58 successful candidates)
- **June**
 - RCN Careers Fair in Glasgow
- **July**
 - PRUH Open Day
 - Denmark Hill Keep in touch events for Child Health,
 - International Recruitment in India (94 successful candidates)
- **August:**
 - University of Salford Careers Fair (Manchester)
 - International Recruitment in Philippines (150 successful candidates)
- **September:**
 - Nurses Open Day at King's
 - International Recruitment in Dubai

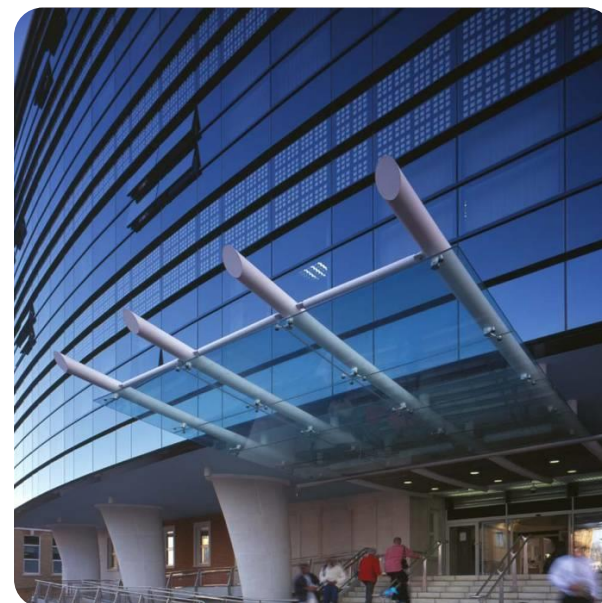
- International Recruitment Campaign in Australia
- Nursing Times publications
- International starters
- Open Days across both Trust sites
- Multiple general and speciality specific assessment centres
- Further international and national recruitment campaigns and fairs
- Significant university engagement and NQN attraction
- Increased partnership working with agencies both in the national and international markets

- Following the publication of the Trust staff survey results six key work streams – each with an Executive lead - have been established to improve staff engagement across the organisation.
- These directly link to the areas of lowest performance in the survey and focus on the following areas:
 - Health and Wellbeing
 - Improving support for line managers
 - Senior leadership visibility and communication across the organisation
 - Valuing and recognising staff
 - Diversity and Inclusion
 - Career and Talent Development
- In addition, a Nursing and Midwifery Recruitment & Retention Steering Group has been in place for 12 months to address specific issues in these staff groups.
- Reviewing Exit Questionnaires and developing action plans
- The Trust is participating in a London-wide capital nurse programme for recruitment and retention
- All plans signed off by NHS Improvement

- Developing our employer Brand
 - Social Media increase to generate interest
 - Digital recruitment strategy
 - Traditional and new media advertising
 - Bespoke branding exercise (Positively Proud) for PRUH and Orpington
- International recruitment for 2018/19 deployment
 - Campaigns agreed for remainder of 2017/18 in Australia, India, Philippines, Dubai
 - On-going work with Chief Nurse and Directors of Nursing on workforce plans
 - Medical recruitment including MTI scheme (India campaign currently being planned from PRUH)
- Staff Engagement activities and plans progressed to improve retention
- Launch new Recruitment Applicant and Tracking System
- On-going service development work to decrease time to hire and improve the new hire experience

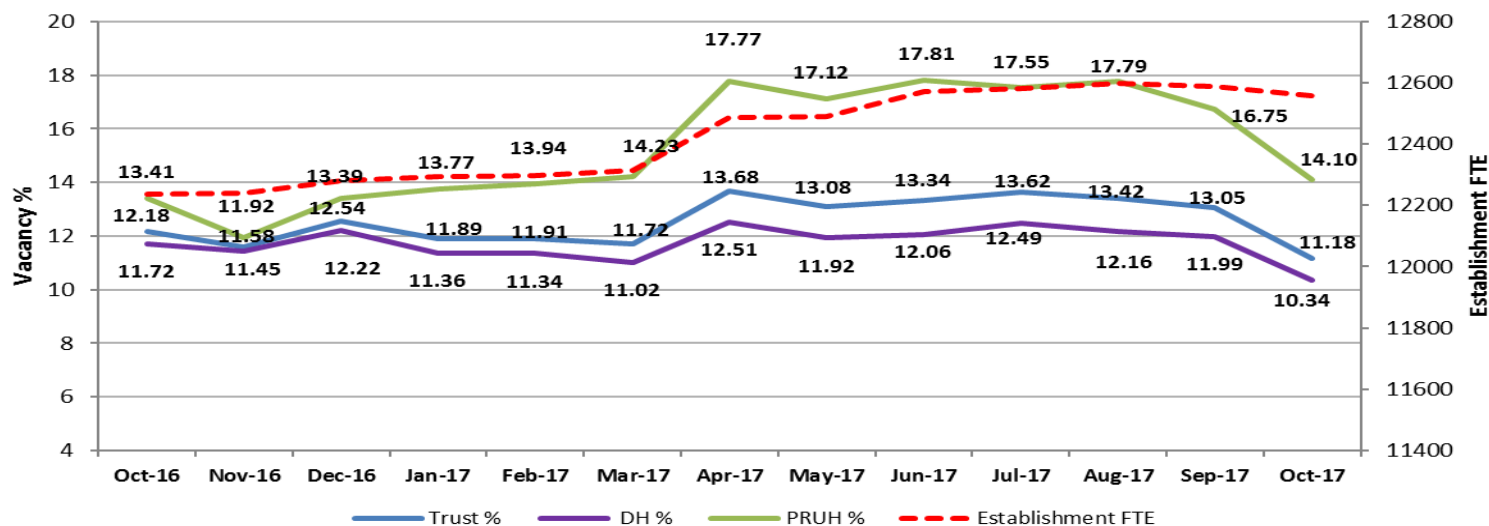
Appendices

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Vacancy (13 months Trend)



Voluntary Turnover (13 months Trend)

