



Recruitment & Retention Strategy

2021 - 2023

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Introduction

Riverside Healthcare is undergoing a significant period of change. Recruitment and retention of good staff remains a challenge, ensuring the organisation meets key targets but is nimble enough to meet future agendas both within the organisation and the wider health and social care sector. This strategy will focus on the full life cycle of an employee and what action the organisation will take to improve the recruitment & retention of its workforce.

Employee Life Cycle



Why We Need A Strategy

The shortage of applicants with the right skills, abilities and experience in many professions has created a more competitive market, coupled with an aging workforce and increasing staff turnover due to a number of factors. The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills and values. Therefore, an effective recruitment and retention strategy that compliments the hospital's workforce ambitions is essential.

The intended outcomes of this strategy are as follows:

1. Riverside Healthcare will recruit high calibre healthcare professionals to ensure the provision of safe integrated care and high quality clinical services within all of the hospital's specialist pathways.
2. Riverside Healthcare will manage talent effectively so that it always has the right staff and skill mix to be able to respond speedily and effectively to necessary changes.
3. Staff work effectively in their roles and find their working life with Riverside Healthcare to be an enjoyable and rewarding experience.
4. Staff do not leave Riverside Healthcare because of failings in their working conditions or the quality of their working experience.
5. Staff are loyal to Riverside Healthcare, understand and are committed to its aims & values.
6. High performing staff become the norm for Riverside Healthcare through its approach to the recruitment, development, rewarding and retention of staff.
7. Poor performers are equally managed through the policy frameworks such as the Capability Policy to ensure improved performance or that this is appropriately managed.

Key Objectives of The Strategy

- Reduce the dependency on bank staff and eliminate reliance on agency staff, reducing overall workforce costs to ensuring the provision of consistent high quality care.
- Continue to raise the profile of Riverside Healthcare as a great place to work and employer of choice.
- Ensure a regular and consistent flow of both registered and non-registered workers to meet vacancy needs as a result of on-going recruitment based on staff turnover and service demand.
- Look at options to recruit nationally where appropriate to complement other local recruitment campaigns and initiatives.
- Maximise cost effectiveness of recruitment advertising and use of multimedia platforms.
- Establish the brand amongst key audiences.
- Reduce the time taken to recruit and fill a vacancy.
- Develop new and innovative ways of working, up-skilling of the existing workforce whilst flexing our workforce to deliver care in different ways.
- Monitor recruitment activity and outcomes and produce management information to illustrate such activity in partnership with the Workforce Committee & Executive Leadership Team.
- Improving overall job satisfaction for hospital staff through regular opportunities for feedback.
- Valuing and developing hospital staff in their working environment.
- Improving our retention rates.

Building A Professional Reputation - Brand

In order gain a reputation as an “Employer of Choice” we must support a positive image within the local community and the wider population. Riverside Healthcare must maintain a professional, co-ordinated approach to recruitment and retention.

We will:

- In line with key deliverables, develop an annual recruitment planner which is proactive and has a coordinated, sustainable flow of candidates within the recruitment processes linked to Workforce Plans focussing on demand.
- Improve service standards throughout recruitment processes by evaluating selected recruitment campaigns. The results will be evaluated and presented to Workforce Committee and the process revised as required.
- Develop, review and promote a standard advert template and recruitment brand that that will reinforce the values and Unique Selling Points (USP's) of Riverside Healthcare.
- Continue to use Indeed Jobs site for all live job vacancies, as well as explore other recruitment/marketing platforms, dependant on specific roles.
- Work with the media department to identify staff members and their stories that show cases Riverside Healthcare as an employer of choice
- Improve the quality and presentation of recruitment materials and develop literature regarding career opportunities.
- Improve national visibility of Riverside Healthcare.
- Recognise that effective recruitment and retention of staff is based on a reputation as a good employer and as an organisation, which acts professionally in all of its activities.
- Ensure exemplar activity in respect of employment law and employment practices, in particular our recruitment processes and our approach to the support, development and management of staff by ensuring effective HR support and input that adds value to the organisation.
- Ensure appropriate marketing of our achievements.
- Continue to develop a strong distinctive brand, which differentiates us from our competitors.

Enhancing Recruitment Processes

Riverside Healthcare will deliver values based recruitment that ensures the right skill mix is secured and maintained.

There are a number of actions that will be undertaken to enhance the current recruitment process that will be monitored and reported on by the Workforce Committee.

Systems can be introduced that will better the recruitment process, reduce the admin burden and identify bottlenecks in the system.

Additional actions include:

- Review recruitment and workforce structures to give greater emphasis on talent and succession.
- Review processes and develop performance indicators to ensure time-scales are minimised.
- Recruitment will be managed as a streamlined process to minimise the possibility of loss of good candidates to other organisations and to optimise the future relationship between the successful candidate and Riverside Healthcare.
- Time to recruit will be a key performance indicator.
- Ensure full and effective utilisation of IT systems such as Indeed, NHS Jobs and Facebook to streamline the recruitment processes wherever possible and ensure consistency in approach.
- The use of values based interviews throughout the recruitment process.
- Provide recruitment and selection training for managers and all staff involved in the recruitment process.
- Establish a system to utilise good candidates who have been interviewed but not appointed in the first instance. When similar jobs become vacant this database of staff can be managed via a waiting list system used before going out to advert.
- Specific campaigns will be run frequently by Riverside Healthcare including National “relocation” campaigns when agreed by the ELT.

Recruitment Challenges

Riverside Healthcare currently faces challenges recruiting the following staff groups:

- Medical Staff
- Registered Nurses across all areas
- Therapists across all specialties

These 'hard to recruit' areas will be given priority when running recruitment campaigns.

Other factors relating to challenges include but are not limited to:

- Reduced talent pool (specifically Nurse roles)
- Reputational damage caused by high turn-over rates
- Historical localised reputation
- Increasing private healthcare pay rates



Recruitment Solutions

Building on the way we advertise

There is a need to raise the profile of Riverside Healthcare and a need to develop greater branding. More sophisticated advertising through a multimedia approach would take the brand to more potential applicants. However the brand needs to ensure the unique selling points are conveyed, together with establishing Riverside Healthcare as the employer of choice.

Detailed below are strategies Riverside Healthcare will employ to get better value for money and improve the effectiveness of advertising:

Indeed and NHS jobs provide organisations with a cost-effective approach to recruitment advertising. Riverside Healthcare will advertise all posts on NHS Jobs and Indeed. However NHS Jobs and Indeed alone will not attract the significant volume of applicants we require, therefore the following media will be considered.

- Job fairs - Where talent relevant to us will be in attendance
- Open days
- On-line advertising campaigns
- Professional Networking
- 'Live' job chat forums and community groups
- Work Shadowing, internships and placements
- Social media (Facebook, Twitter and LinkedIn)
- Shoot a recruitment video suitable for Support Workers and Nurses, which will be posted across all recruitment platforms

Develop the organisation as a socially inclusive employer

Riverside Healthcare will ensure all groups have equal access to opportunities of employment within the organisation.

Set out below are some ways Riverside Healthcare will address social inclusion within the organisation and improve the effectiveness of recruitment within this area. The ideas listed are not in any order of priority but are all informed by and support the overall strategic direction of the recruitment and retention strategy.

- Diversity statement - A statement that openly reassures and encourages all to apply and includes those from religious, ethnic and LGBTQ+ communities. This should be visible across all platforms
- Promote the diverse staff group of Riverside Healthcare including success and developmental stories bringing the statement to life
- Promote events that focus on diversity across all media platforms and maximising the reach through “demographic focused brand recognition” posts



Engaging with Academic Institutions

Riverside Healthcare will continue to engage with academic institutions such as colleges and universities in the area, by attending careers events and job fairs both locally and nationally where appropriate, providing information about working for Riverside Healthcare.

Partnerships between local Universities will further enhance the presence of Riverside Healthcare in the labour market, promoting careers and inspiring college and university leavers to consider healthcare as a serious career choice thus engaging with a potentially younger workforce and ensuring a future workforce pipeline.

We will need to consider the right people to engage in the above as a dual approach between recruitment, clinical and medical professionals being the correct mix rather than a single approach.

National Recruitment Markets

Riverside Healthcare will explore the viability of recruiting nationally. The benefits of such an undertaking will be thoroughly evaluated and other local initiatives explored prior to submission and approval by the ELT.

Return to Practice

An area that we will need to promote better is this initiative which encourages return to practice of nurses and AHP's.

Identify where and how to engage with these professionals including a section on the website that highlights those best placed to work with them on placement.

Support Worker Secondment to Nursing

These are substantive Support Workers who are sponsored by their line managers to complete foundation degrees.

The proposal for discussion is that staff are released to complete one day per week at university. Riverside Healthcare must create workforce plans that incorporate the Band 4 Assistant Practitioner role, otherwise known as Registered Nurse Associates, across the organisation.

This allows us to "grow our own" but also comes at a cost that will need ELT approval but could be funded by the Apprenticeship Levy.

Rotational Posts

An option to further enhance the skill set of new and existing Nurses would be to offer rotational posts across the multiple pathways at Riverside Healthcare.

By advertising a two year rotational post, the hospital are more likely to attract and retain Nurses for a minimum of two years whilst enhancing their skills across multiple pathways.

It also gives us a greater chance of capturing those that are unsure on where they want to be in their career, allowing them to sample different environments before settling in to an area. A rotational post could either be extended or reduce at the individual or Service Managers request.



Riverside Healthcare

Retention Strategy

Highly competitive national and local labour markets and the increasing difficulty in recruiting hard to fill posts places significant pressure on current recruitment and retention practices as well as service provision.

Riverside Healthcare will continuously review the staff benefits currently being offered to enable us to compete with other employers wherever possible and practicable.

According to workforce intelligence, the UK average staff turnover was 17.8% in 2020, whilst health care had a turnover rate of 30.4% (skillsforcare.org).

Registered Nurse Turnover rates across the UK ranges from 8.8% - 37% dependant on region and speciality across 2020 (skillsforcare.org). Whilst for the first 7 months of 2021 Riverside Healthcare lost in excess of 50% of its Registered Nurse Workforce up to July 2021, tracking at over 85% for the year.

The above data clearly shows the need for an effective Recruitment and Retention strategy.

Retaining good staff is key to service delivery in the current employment climate. It should be noted that some employee turnover benefits the organisation and turnover rates do not always reflect the culture of the organisation. Low turnover can reflect stagnation and therefore we should always aspire to a healthy turnover of staff.

Becoming a model employer is key to recruiting and retaining staff within the organisation. The following strategies will be utilised by Riverside Healthcare to support the organisation in becoming a model employer

Elements to support retention include:

- Challenging the “status-quo” of like for like recruitment with a skill mix review following every resignation/relocation of an employee, including evidence of wider thinking as part of any vacancy
- Offering staff the opportunity to move internally should they do wish i.e. to change their base, as opposed to leaving
- Encouraging staff to undertake training and development opportunities applicable to their role or desired career path
- Advertising opportunities for project work are fairly selected and inclusive of all roles
- Offering the opportunity for staff to register in a “talent pool” which would give them first option on vacancies in their chosen area(s) as they arise
- Allowing a one-week period where all vacancies are advertised internally prior to any external adverts being placed
- Promoting staff to take part in secondments to areas that need a short term back fill to give greater depth of experience e.g., MAT cover of SSW roles
- Allow staff to take part in acting up arrangements covering short and long-term absence which are recognised through appraisal process (not necessarily financial reward)

Welcoming New Starters

Riverside Healthcare will look at enhancing how we on-board and welcome new starters. As well as the CEO welcoming them on their first day we will introduce.

- Welcome cards and a branded gift bag will be available on their first day
- All members of the ELT to introduce themselves to new staff on induction
- Ward and Service Managers to introduce themselves to all new starters to welcome and reassure them
- Mentors for all new starters to be re-introduced

The Role of a Mentor

The Workforce Committee will re-define the role of a mentor and the parameters that will need to be met in order for someone to be a mentor. This will be monitored by HR and new starters will be asked to complete feedback based on the time spent with them during their 6 week, 12 week and 6 month period. This data is to be collated by HR and then shared through the ward quarterly review.

Talent Identification

Riverside Healthcare will create a talent model that identifies high performing employees across all areas of the organisation, which in turn will allow us to identify those employees suitable for developmental investment, career opportunities, acting up arrangements as well as identifying safe and non-safe staff turnover.

By creating variable and non-variable measuring methods allows us to identify talent through a non-judgemental biased way which links into the appraisal process, training compliance, disciplinary and attendance data as well as a values based assessment which ties in to the way we recruit and onboard talent.



Appraisal Process

An appraisal that includes both hard and soft measures to create a score that feeds into talent identification. The appraisal should include objective setting, progress on those SMART objectives, evidence on how values have been met, training compliance and disciplinarys on file.

Once the appraisals are complete and the evidence is verified the Line Manager can link the score to a financial pay review for the coming year which will be signed off by the ELT ready for the new financial year. This creates a far more fair and transparent process for all, which allows all Riverside Healthcare employees the opportunity to thrive.



Career Pathways

As part of the talent identification process Riverside Healthcare will develop defined career pathways and opportunities through all bands and roles, starting with all ward based staff, not just focusing on a one way approach, this allows us to demonstrate and visualise career options for the workforce, such strategies will contribute positively to retention rates and allows us to attract a higher quality workforce through publication of such processes.

Training and Development

For the purpose of this strategy and timeframes attached we will initially focus on the Nursing workforce. A full competitor analysis will take place to better understand the offering being provided to the workforce and recommendations made. These recommendations could include:

- Identifying accredited courses to upskill our workforce subsequently improving the level of care provided
- Linking in with local colleges and universities to better understand the offering available
- Better utilising of the Apprenticeship Levy and how that can be used to effectively upskill the workforce
- Identifying other courses and qualification that can be used through the levy at a 90% cost reduction should the levy be spent in full
- The Workforce Committee will review all individual specific training requests
- Looking at “how to grow our own” nursing workforce including the tie in of longer-term contract training agreements
- Leadership programmes to be offered to those high performing staff identified through the above talent identification process. By achieving a qualification or meeting agreed objectives allows you to be eligible for promotion and be recognised for your achievements

Flexible Working

One of the main reasons for employees moving out of the healthcare sector is a reluctance to promote and a view that flexible working is a “bad thing”, this can stop the attraction and retention of high calibre staff. As an organisation we should look to promote flexible working where possible. Potential flexibilities could include:

- Part Time working for all roles where this has been identified as a credible option
- Job sharing where organisational and clinical needs can be met
- Career breaks - upon completion of agreed length of service
- Flexible hours - Opportunity to flex contracted hours up and down in agreed time frames as individual financial constraints can put untold pressure on individuals (11.5 - 46 hour contracts as an example)
- Introduction of shorter shifts which will both benefit the employee as well as ensuring maximum staffing coverage during identified busy times (as per safer staffing model)

Flexible Workforce

As well as exploring flexible working it is also important that we look at flexible careers for our ward-based staff. This can be done in a number of ways which we will look at doing, some of which have been touched on earlier in this document and include:

- Rotational contracts for Nurses and Support Workers
- Secondments into all areas of the organisation where applicable roles become available
- Skill mix reviews and placements

There is a need to support managers and staff in maintaining a healthy work-life balance which is right for the individual, helping to improve morale and maintain their commitment to the organisation.

Engagement of Future and Current Workforce

Engagement is about creating opportunities for employees to connect with their colleagues, managers and the wider organisation to be part of its make-up and delivery of quality care. It's about creating an environment where employees are motivated, valued and empowered to deliver the quality care expected and go the extra mile to provide services which are some of the best in the country. Staff involvement and engagement is therefore a key factor influencing staff morale in the workplace.

Riverside Healthcare will look to engage with its workforce in the following ways:

- Quarterly surveys to take place throughout 2022 which monitors the progression and impact of the recruitment and retention strategy
- HR drop-in sessions focusing on gaining feedback and answering staff questions
- "You Said, We Did" boards situated on ward and in communal areas demonstrating how the organisation has acted on staff feedback.
- Introduction of a staff portal allowing individuals to submit ideas and questions, controlled centrally with ELT approved responses with an agreed timeframe
- Introduction of a reward & recognition portal, which allows all employees to recognise the contribution of all fellow colleagues.

Another unique idea would be to have a nominated individual to be present at diarised quarterly ELT meetings and feedback to the wider team.

Identifying "At risk talent"

The use and introduction of the HR drop-in sessions will provide opportunities to identify those team members who are looking to move on. The information and names provided can be highlighted to the ELT, Service Manager and Ward Managers allowing us to capture those that are considering options.

Another way to identify at risk talent is through the use of the job boards where recruitment can identify those that are uploading CVs on to websites. This information can also be fed back to the managers and acted accordingly.

By completing the above means we can manage the risk of talent moving on prior to any notice being submitted and reduce the turnover rate accordingly. Prevention is better than a cure!

A risk is that this can often be perceived as a negative, where as Riverside Healthcare will welcome & respond to the feedback of its workforce and seek to reengage staff with the organisation.

Improve working conditions

Staff have the right to work in an environment which is conducive to effective working practices and which ensures they can work safely and healthily. The following actions in a number of different areas will be required to maintain and promote this:

- Improve the physical working environment for staff such as current ward enhancement schemes
- Continue to ensure our staff feel safe and supported
- Undertake an organisation stress audit and develop a strategy to address causes of work related stress
- Regularly monitor sickness absence and address trends
- Develop a control of working hours linked to roster policies, ensuring compliance with the European Working Time Directive and effective rostering
- Staff involvement is a key factor influencing staff morale in the workplace. Riverside Healthcare will welcome and respond to the feedback from workforce and seek to reengage staff with the organisation.

With the improvements and actions highlighted through the multiple engagement forums, Riverside Healthcare will be able to better communicate to all members of its workforce.

Rewards and Recognition

Pay

An organisational commitment to review and benchmark current pay scales against competitors in the local area. Local being defined as a 25 mile radius of Riverside Healthcare i.e. Cheswold Park Hospital. It will initially focus on the Nurse and Support Worker pay bands as this has been identified as the highest risk to the organisations operation. This Recruitment & Retention Strategy will remain an active document, and if other roles are identified being at risk, further benchmarking will take place via the Workforce Committee.

Rewards

Riverside Healthcare will focus on additional benefits that the workforce can utilise and highlight these through the portal. We will look at better publicising the existing platform and adding more benefits.

Recognition

Riverside Healthcare will commit to better recognising the contribution of its whole workforce and this will be made easier by the identification of those individuals through the Talent Identification and Appraisal processes. Other ways to reward and recognise high performers could be:

- Employee awards events
- Recognition events for those that have been nominated for "going above and beyond"
- Training and development opportunities for those at the top of the talent identification platform
- Letters of recognition from the ELT
- Contribution cards issued by staff for staff
- Creation of recognition boards
- Social media and website recognition posts
- Landmark post across social media

Exit Interviews

It is important to determine what causes staff to leave and to gain a better understanding of why people are leaving the organisation.

It is essential that our staff feel valued and supported when at work. Exit Interview/Questionnaire Processes, documentation and reporting will be reviewed and re-launched. A campaign to improve return rates in order to analyse trends within the organisation.

We must:

- Encourage all employees who resign from Riverside's employment to either complete an exit questionnaire, or attend an exit interview
- Results of the completed questionnaires and interviews will be collated and analysed on a quarterly basis and reported along with any actions to the Workforce Committee
- Become more proactive in following up on leavers after they have left the organisation to get their valuable feedback
- Continue to use the Staff Survey to identify areas of improvement within Riverside Healthcare. The outcomes of the Staff Survey will be disseminated, accompanied by an action plan
- Promote a 'team based' culture which promotes the values of the organisation
- Promote the benefits of a healthy work/life balance for all staff

Re-engage with Leavers

It is important that we look to engage with those that have left the organisation and will do this in a number of ways:

- "Heat of the moment" meetings to be arranged with all employees that have resigned, prior to their leave date. This will allow employees to discuss their reasons for resigning and allow Riverside Healthcare to explore possible options to retain the employee.
- Recruitment to contact all approved leavers after a month, 3 month and 6 months of leaving. Specifically relating to Nursing roles. Updating them on the organisation or new initiatives relevant to them

Summary

This strategy identifies the challenges facing Riverside Healthcare in achieving its aim of recruiting and retaining a workforce with the requisite skills and maintaining the highest quality patient outcomes, within an environment which supports flexible and healthy working practices supported by staff development to make Riverside Healthcare an employer of choice.

The challenges are significant. But we are confident that with the participation and commitment of every member of staff at every level, the organisation will achieve and maintain a skilled and dedicated workforce, representative of the local community, capable of delivering high quality and compassionate patient care.

This Strategy covers both Recruitment and Retention and the short, medium and long term objectives of Riverside Healthcare, in relation to how it attracts, develops and retains its workforce needs.



Appendix 1 Talent Identification

Performance Matrix		Example										
Brook	Bradford Factor	Training Compliance	Disciplinary Record	Objective 1	Objective 2	Objective 3	Value 1	Value 2	Value 3	Value 4	Value 5	Total
Example 1	5	5	5	5	5	4	4	5	5	4	4	51
Example 2	5	5	5	5	3	5	5	4	5	3	4	49
Example 3	4	5	5	5	4	4	4	4	5	4	5	49
Example 4	5	5	4	4	5	4	4	4	5	5	4	48
Example 5	5	5	5	5	4	4	4	4	5	5	4	48
Example 6	5	5	5	5	3	3	3	5	5	4	5	48
Example 7	5	5	5	5	5	3	3	5	5	3	4	47
Example 8	5	4	5	5	4	5	3	3	4	5	4	46
Example 9	5	5	5	5	4	4	5 fh	4	3	3	3	41
Example 10	2	5	5	5	5	4	3	4	5	5	4	46
Example 11	5	5	5	5	3	5	3	4	5	5	3	46
Example 12	2	3	5	5	3	5	4	4	4	5	5	45
Example 13	4	5	4	4	4	4	1	4	5	5	4	44
Example 14	0	5	5	5	4	3	5	3	4	5	5	44
Example 15	3	5	2	5	4	4	4	4	3	5	4	44
Example 16	2	4	5	4	4	4	2	4	5	5	4	44
Example 17	3	4	5	2	4	4	4	5	4	3	5	44
Example 18	0	4	5	4	4	5	4	4	5	3	4	43
Example 19	4	2	2	5	4	5	5	5	3	3	4	42
Example 20	2	3	5	5	3	4	4	4	3	4	4	42
Example 21	2	2	5	4	5	4	4	4	4	3	4	42
Example 22	4	5	5	4	4	1	3	5	4	4	4	42
Example 23	2	4	4	3	5	2	4	4	3	4	5	41
Example 24	3	3	3	3	3	4	4	5	4	3	5	41
Example 25	2	5	2	3	3	4	3	4	5	5	5	41
Example 26	1	5	4	4	5	2	3	4	4	4	5	40
Example 27	1	4	2	4	4	4	4	5	3	5	4	40
Example 28	1	5	2	2	3	3	4	5	5	4	5	39
Example 29	5	5	5	3	1	3	4	3	2	4	4	39
Example 30	5	5	5	3	3	3	3	3	3	3	3	39
Example 31	2	3	3	4	5	3	4	5	3	3	3	38
Example 32	4	0	5	5	3	1	4	2	5	5	4	38
Example 33	2	4	2	2	5	3	5	4	4	4	3	38
Example 34	0	1	5	3	2	2	4	4	5	3	3	32
Example 35	0	5	2	5	2	3	2	2	2	2	2	27

How to score

How to Score		
Bradford	Training	Disciplinary
BF 0 = 5	100% = 5	Clean = 5
BF < 15 = 4	>95% = 4	LOC = 4
BF < 27 = 3	>90% = 3	Verbal = 3
BF < 50 = 2	>85% = 2	Other = 0
BF < 75 = 1	>80% = 1	
BF 75+ = 0	<80% = 0	
Objectives	Management Score	Each out of 5
Value	Management Score	Each out of 5
Support Worker		
RNA		
Nurse		
Total Score per person		55



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