

Inspire, Attract, Recruit Webinar

How to inspire, attract and recruit staff
as we start to recover from the COVID-
19 pandemic

Vickie Hage, Programme Lead of
Domestic and International
Recruitment

The webinar will be recorded, and
slides shared after the event

7 December 2021

Agenda

11:30 – Introduction and pre-event survey results

11:40 – The IAR toolkit and its purpose

11:45 – **Inspire**: Gillian Cairns, Suzanne Lang and Denise Owen
Education and workforce lead, East Lancashire Hospitals NHS Trust

12:00 – **Attract**: Aasha Cowey, strategic transformation lead
and [@FlexNHS](#) co-founder, Surrey and Borders Partnership NHS
Foundation Trust

12:15 – **Recruit**: Tracy Campbell, Tameside and Glossop Integrated
Care NHS FT

12:30 – Panel Q&A session

12:55 – Poll and evaluation

13:00 – Close

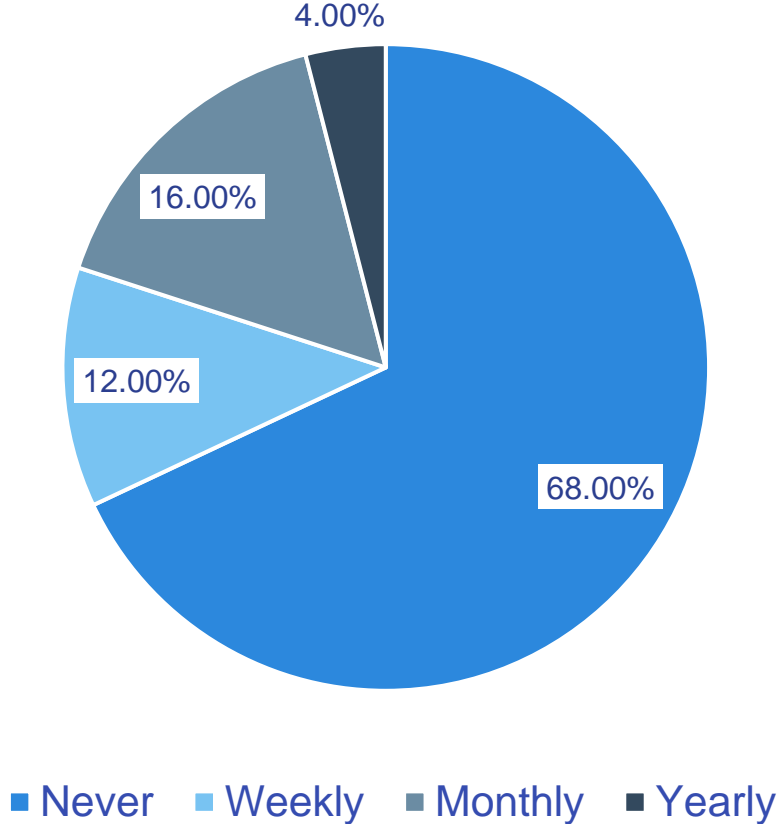


A word cloud on a dark blue background. The words are arranged in a roughly circular shape. The largest word is 'Attracting' in the center. Other prominent words include 'Supply', 'Shortages', 'Onboarding', and 'Competition'. Smaller words include 'Paperwork', 'Candidates', 'Discrimination', 'Time', 'Recruiting', 'Retention', 'Clinical/roles', 'Nurses', 'Branding', 'Calibre', 'Systems', and 'COVID'.

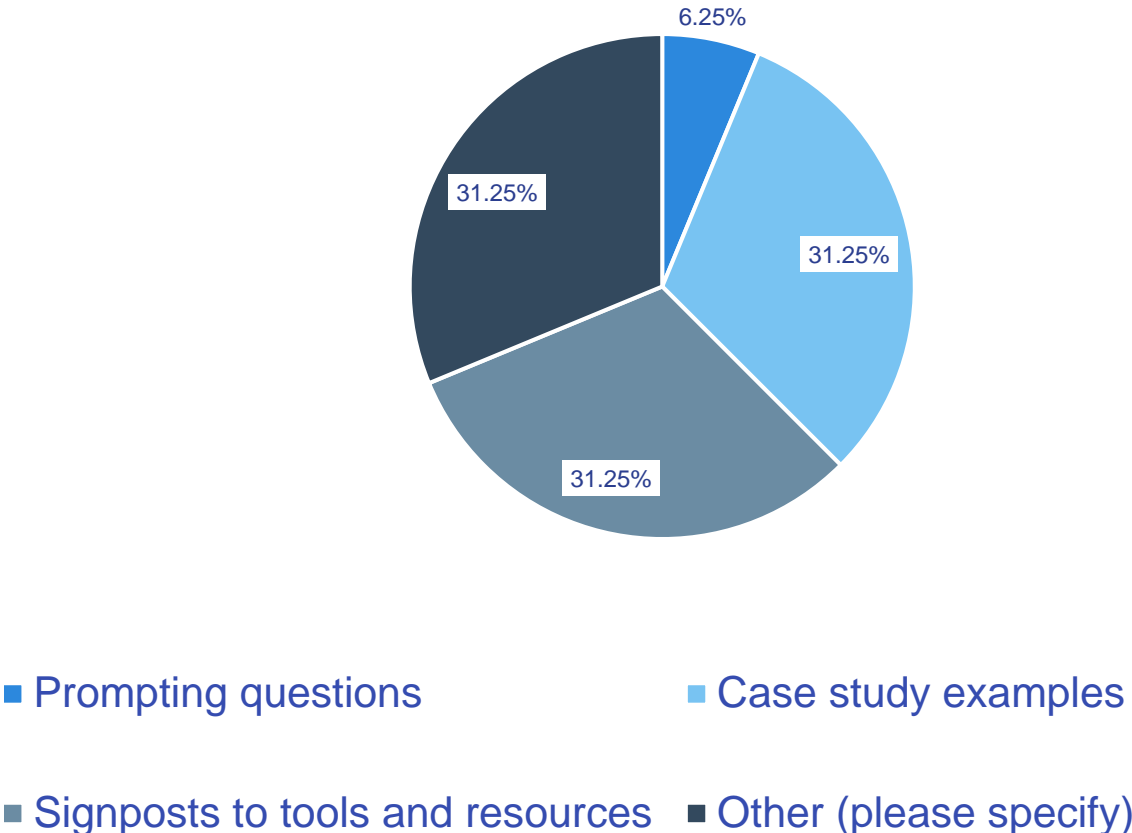
Paperwork
Candidates Supply
Discrimination Time
Recruiting Retention
Attracting
COVID Clinical/roles
Nurses Shortages
Branding Calibre Systems
Onboarding
Competition

And the survey says...

How often do you use the Inspire, attract and recruit toolkit?



Which section of the Inspire, attract and recruit toolkit do you find most useful?



The Inspire, Attract and Recruit Toolkit and its purpose

Inspire:

- Understanding supply and vacancies (i.e., evaluation and trends)
- Your audience (i.e., return to practice, communities, Price's Trust, Armed Forces, international).

Attract:

- Becoming a leading employer, social media, existing workforce, flexible working, reward and development etc.

Recruit:

- Accessible recruitment, job descriptions, advertising, values, recruit to retain, pre-employment checks etc.



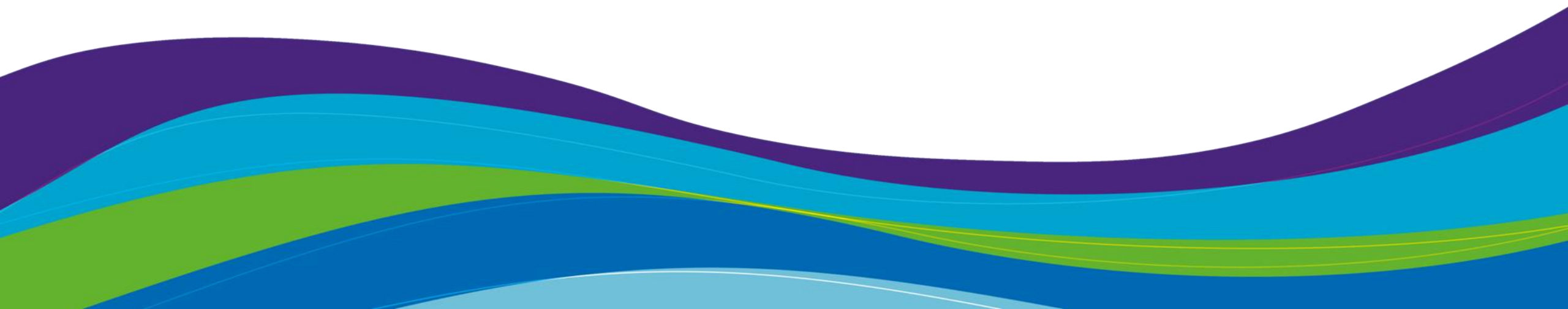
Inspiring careers at ELHT

East Lancashire Hospital NHS Trust

Gillian Cairns – Education & Workforce Lead

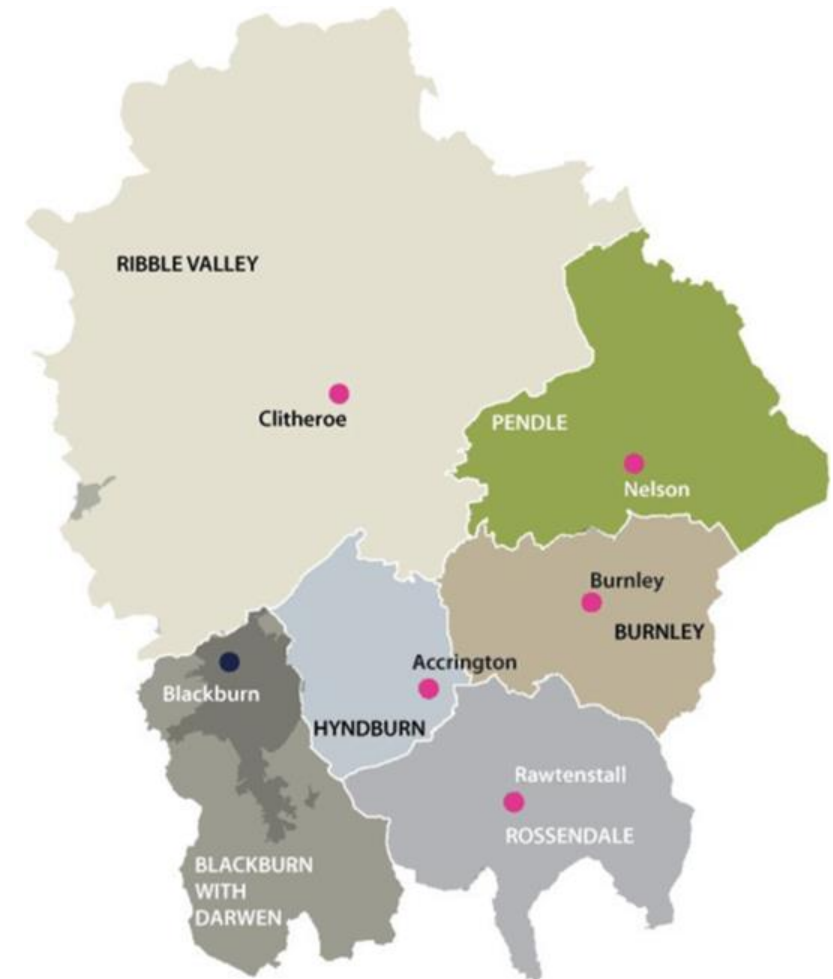
Denise Owen – Work Based Partnership Lead

Suzanne Lang – Vocational Pre-Employment Co-ordinator



The Big Picture

- 2021 Indices of deprivation, Burnley 8th & BWD 9th most deprived area's in England (out of 326)
- The unemployment rate in the United Kingdom is currently 4.8%. In Blackburn and Burnley the average is 5.25%.
- Research confirms that local people tend to stay in local employment. At the Trust, 81% of staff live within the BB Postcode.
- Workforce age:
 - 9% of staff are eligible for retirement in the next 10 years
 - 19% of staff are 24 years or younger in 2018 this was 6%



- Nationally and locally workforce gaps within the NHS would suggest that previous approaches to meet supply issues are now ineffective and costly and that a new solution is needed.
- The Trust is one of the largest employers in East Lancashire and is committed to supporting our local community as part of our recruitment strategy.
- ELHT has a social responsibility to recruit from the local population as well as this contributing to the stability of the workforce.

ELHT Careers



Pre-Employment Programmes at ELHT

ELHT delivers six cohorts of Pre-employment programmes per year. We partner with our local colleges, the DWP and Prince's trust to deliver the employability skills training and work placements.

Through these programmes we have employed a total of 132 individuals from our local communities since 2018.



Kickstart Scheme:

We have created 60 Kickstart placements including 20 Trainee Health Care Assistant positions at ELHT.

We are providing the young people with bespoke training and support whilst on placement.



KICKSTART
SCHEME



Healthcare Assistant Initiatives:

- HCA's recruited through various pipelines
- Current initiative
- Bespoke HCA training programme
- Care Certificate delivery



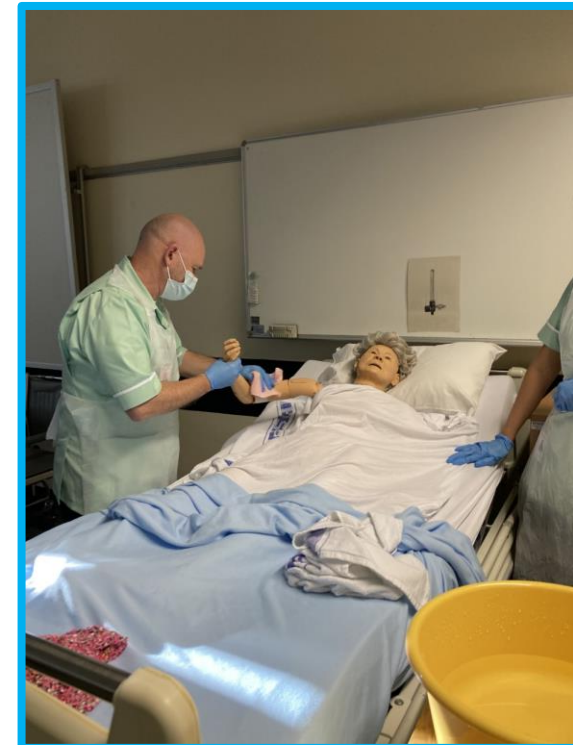
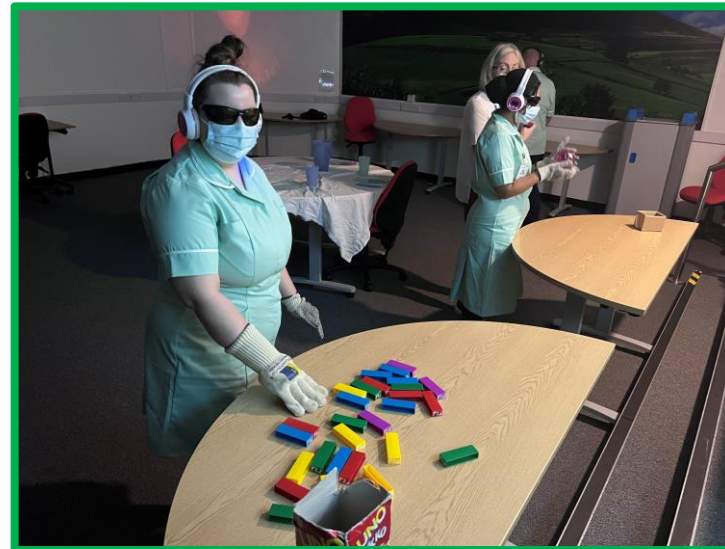
	AM		PM
Monday	Trust Induction		Trust Induction
Tuesday	Care Certificate Microsoft teams: Standard 3 - Duty of Care Standard 7 - Privacy & Dignity		Care Certificate Microsoft teams: Standard 6 - Communication Standard 9 - Mental Health Awareness and Dementia
Wednesday	Care Certificate Microsoft teams: Standard 13 – Health and Safety Standard 14 - Handling information		Care Certificate Microsoft teams: Standard 10 - Safeguarding adults Standard 4 - Equality and diversity
Thursday	Face to face training Francis Enquiry Role of Healthcare Assistant Ward Routine Pressure Sores Covid, PPE & Hand washing Standard 1: Understand Your Role Standard 15 - Infection prevention		Practical Training: Practical workshop Personal Cares and Bed bathing Bed cleaning & bed making Cleaning commode Standard 5: Work in a person centred way
Friday	Practical training: Dementia Awareness and Virtual Tour workshop		Face to face training Fluids and nutrition and feeding / textured meals & S< Intentional Rounding charts Standard 8 – Fluids & Nutrition Standard 2 - Your personal development HCA Progression Functional Skills maths and English TNA & RNDA pathway

Healthcare Assistant Development:

HCA retention & career pathway:

- Functional Skills
- Level 3 Senior HCA Apprenticeship
- Trainee Nursing Associate
- Registered Nurse Degree Apprenticeship

Virtual Dementia Training



Quotes from participants and management:

“The new initiatives are powerful tools to support recruitment pipelines and career development pathways at ELHT. Through these programmes we have recruited members of our local community, who have proven to be valuable and inspirational members of our Trust.” – **Julia Owen (Deputy Director of Education, Research and Innovation)**

“Sarah, Mez and all the team on C9 are really supportive and caring, they have inspired me to work as a HCA in the NHS and I am thrilled that I have secured a permanent role on the Ward and look forward to developing my career at ELHT” - **Victoria (Trainee HCA)**

“Step into ELHT has ignited a passion for healthcare and has confirmed I want a future within the NHS” - **Hayley (Trainee HCA)**

Kelly, Rebecca and Katie have been fantastic during their placements in Acute Medicine. They have shown empathy and compassion to patients and have supported the AMU/AECU/B8 teams really well. Thankyou for the last 3 weeks” - **Lesley Gaw, (Matron Acute Services)**

Inspire, attract and recruit

NHS Employers Webinar 7th Dec 11:30 – 13:00

Aasha Cowey, @FlexNHS Co-Founder and Strategic Transformation Lead at SABP
Digital, Surrey & Borders Partnership NHS Foundation Trust

Outline of presentation

- A bit about @FlexNHS
- Personal Reflections
- Policy change
- What can you do differently?
- Benefits

About @FlexNHS – who are we?

1. Nov 2018 - It started with a tweet and two people sharing stories....



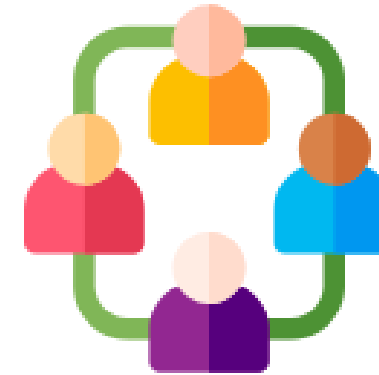
2. An Instagram launch post by @MotherPukka supporting FlexNHS had 10,000 likes and 1,000 comments within a few hours



3. In September 2019 we ran our own @FlexNHS event (Thanks to the London Leadership Academy) and presented at NHS Expo.



4. We are now a community of nearly 9K on Instagram and 9.5K on Twitter



@FlexNHS

Campaigning for better working lives in the NHS

About @FlexNHS – what do we do?

“Campaigning for flexible working for all and better working lives in the NHS. Every profession, role and grade”

Champion flexible working for all staff



De-bunk flexible working myths



Share case studies, reports and news articles



Equip organisations and managers with the tools they need to support flexible working



Amplify the voices of NHS staff working at every level and in every type of role who are less likely to be heard than we are



Create a community space to explore difficult questions



@FlexNHS

Campaigning for better working lives in the NHS

About @FlexNHS – what do we hear?

- **Persistent cultural barriers to flexible working**
- **Persistent practical barriers to flexible working**
- **Models that are not made for clinical staff**
- **Pressure to work more hours/ days/ shifts**
- **Burn out and guilt**
- **Levelling down rather than levelling up**
- **Individuals leaving jobs that they love**

Personal Reflections – flexible job hunting!



Policy Change (for the better!)

PEOPLE IN ACTION...

Gloucestershire Hospitals NHS Trust: an essential nutrient for staff wellbeing

"Rather than being seen as the 'cherry on the cake', we hope that psychology can act more like yeast and salt in the trust, present throughout, enriching, enhancing, preserving and an essential nutrient." Dr Polly Adworth explains how collaborative support for staff wellbeing is proving its worth at Gloucestershire Hospitals NHS Trust.



➔ FIND OUT MORE...

Health and wellbeing conversations and personalised plans

From September 2020, every member of the NHS should have a health and wellbeing conversation and develop a personalised plan. These conversations may fit within an appraisal, job plan or one-to-one line management discussion, and should be reviewed at least annually.

As part of this conversation, line managers will be expected to discuss the individual's health and wellbeing, and any flexible working requirements, as well as equality, diversity and inclusion. From October 2020, employers should ensure that all new starters have a health and wellbeing induction.

We work flexibly

To become a modern and model employer, we must build on the flexible working changes that are emerging through COVID-19. This is crucial for retaining the talent that we have across the NHS. Between 2011 and 2018 more than 56,000 people left NHS employment citing work-life balance as the reason. We cannot afford to lose any more of our people.

Many people in the NHS go on to bank roles, become locums, or leave us altogether because they are not offered the flexibility they need to combine work with their personal commitments. The NHS has a higher-than-average proportion of people with caring responsibilities and COVID-19 has also changed the responsibilities for many – particularly those with significant caring duties.

Flexible working means different things to different people and can relate to when, where and how we work. It can also include the need for greater predictability, to help people manage their different responsibilities and broader interests.

this right requires managers and to take the time to understand what son needs. That way, employers them incorporate work more easily rest of their lives. Making flexible a reality for all our people will nspionate conversations between rs and staff representatives.

rs are encouraged to make progress people in the following areas:

Flexibility by default:

employees should be open) all clinical and non-clinical ement roles being flexible. om January 2021, all job roles ross NHS England and NHS rovement and HEE will be iversified as being available for exible working patterns. From eptember 2020, NHS England nd NHS Improvement will work ith the NHS Staff Council to evelop guidance to support mployers to make this a reality r their staff.

Normalise conversations about flexible working:

Employers could cover flexible working in andard induction conversations r new starters and in annual ppraisals. Requesting flexibility whether in hours or location – ould not require a justification, nd as far as possible should be eated as a normal part of the team

Flexibility organisation:

It good pra working for individual c change wit

Role model:

Board flexible wo support. NI mprovement performs percentage flexible at 1 to the over framework:

E-rostering:

NHS Improv organisation implements use of e-ro accelerating possible. Th continuity staffing, en book leave working pa in advance, and can also be used to support team rostering.

Management support: Working with the national NHS Staff Council, NHS England and NHS Improvement will develop online guidance and training on flexible working by December 2020. This will be aimed at staff and managers alike, reinforcing the benefits and providing the tools to develop and assess applications for flexible working, with a view to supporting flexibility as a default.

Flexibility in general practice: NHS England and NHS Improvement will work with professional bodies to apply the same principles for flexible working in primary care, which is already more flexible than other parts of the NHS. Building on pilots, it will encourage GP practices and primary care networks to offer more flexible roles to salaried GPs and support the establishment of banks of GPs working flexibly in local systems.

Flexibility for junior doctors:

During the rest of 2020/21, Health Education England will continue to increase the flexibility of training for junior doctors, such as less than full-time training, out-of-programme pauses and opportunities to develop portfolio careers. Full roll-out will happen by 2022/23, so that all junior doctors will be able to apply for flexibility in their chosen training programme.

We are 1.3 million strong. We are all walks of life, all kinds of experiences. We are the NHS

Supporting people with caring responsibilities: Employers should roll out the new working culture pilot to support timely, compassionate conversations about what support would be helpful, including establishing and protecting flexible working patterns. We encourage employers to learn from best practice in this area.

HR and OD professionals have a key role to play. Human resources (HR) and organisational development (OD) professionals are critical to the NHS and will play a major part in driving the implementation of this plan, whatever the size of organisation they work in.

They can help the NHS attract and retain more people, embed a compassionate and inclusive culture, create an increasingly multidisciplinary and adaptive workforce, and drive different and more flexible working practices. Professionals leading HR and OD work also play a crucial role in smaller organisations and in primary care. NHS England and NHS Improvement will establish a diverse steering group of senior NHS leaders and experts from a range of sectors to support the Chief People Officer's review of HR and OD, which will report by the end of 2020/21.



Topics & networks

Handbook

NHS Terms and Conditions of Service Handbook

Handbook amendment number 45
NHS TCS Advisory Notice (02/2021)

13 September 2021

Section 33: Balancing work and personal life (England & Wales)	
General	+
Flexible working arrangements	+
Right to request flexible working	+
Encouraging flexible work	+
Flexible working options	+



OUR NHS PEOPLE PROMISE



We work flexibly

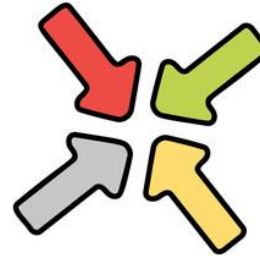
@FlexNHS
Campaigning for better working lives in the NHS

What can you do differently?

Consider all types of flexible working



Look at your internal culture – what needs to change to make this work?



Revisit your flexible working policy – is it in line with current national policy and T&Cs?



Advertise flexible working loud and proud – encourage applicants to have a dialogue with you in advance



Showcase role models and case studies within your organisation. Do not just pay lip service



Be bold and brave to try new things and learn from others



@FlexnHS

Campaigning for better working lives in the NHS

Benefits (just some of them.....)

Attract individuals and recruit into hard to fill roles and help encourage new individuals into the NHS



Continuous learning on your recruitment strategies



Create more diverse teams
More diverse teams = better health and care outcomes



Widening your candidate pool from the outset by actively encouraging applicants from under-represented groups



@FlexNHS

Campaigning for better working lives in the NHS

Final Take Home

If you work flexibly, shout loud and proud. You are never 'just' or 'only' anything.

This is about culture change and you might inspire someone else. You cannot always be what you cannot see.

Recruitment In A Day



Tracy Campbell

**Deputy Director of Nursing Professional
Standards, Safeguarding and Assurance**



Just R.
Achieving better together

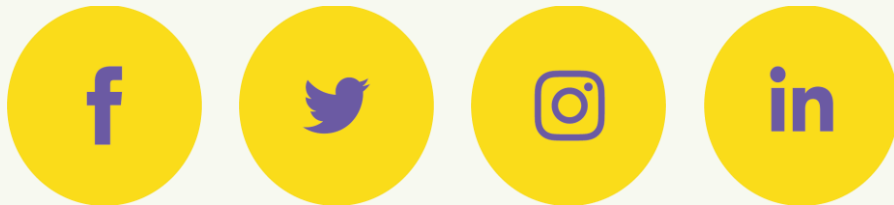


**Tameside and Glossop
Integrated Care**
NHS Foundation Trust

Advertising & Social Media

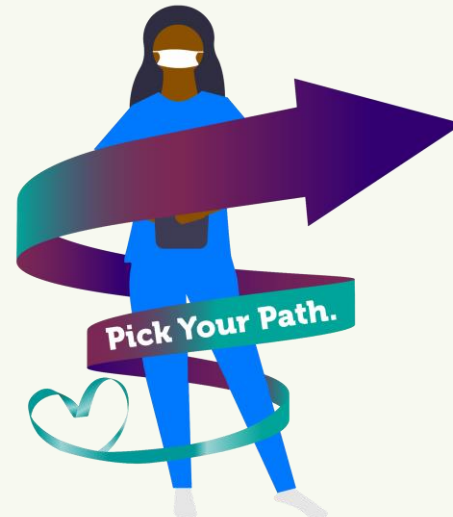
What makes our Organisation attractive in a competitive market?

- Rotational posts - bespoke
- Career development (apprentice courses, leadership development)
- Integrated Care Organisation
- Health & Wellbeing benefits



Teamwork

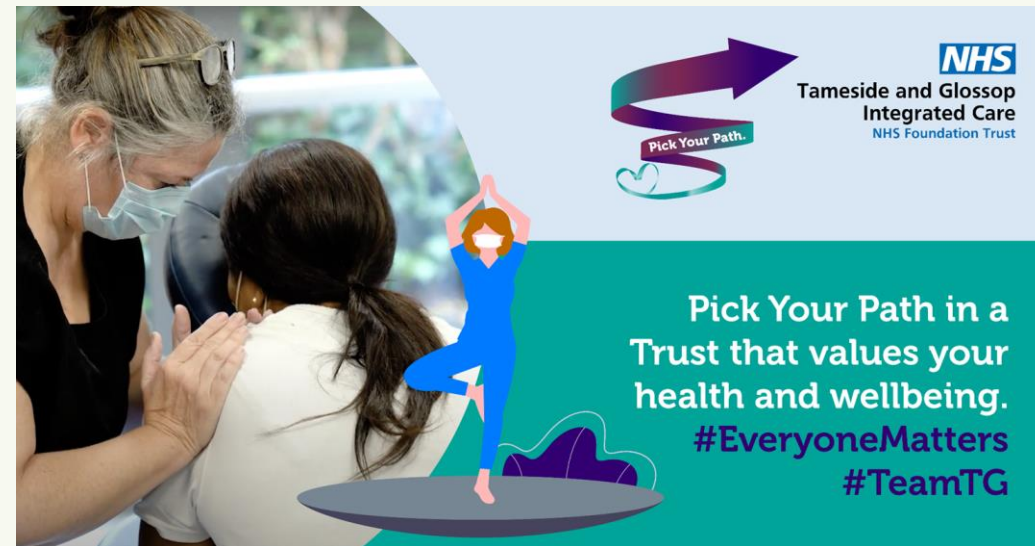
- Human Resources
- Corporate & Clinical Teams
- Just R





Health & Wellbeing

The health and wellbeing of NHS teams has never been more important.

#workperks




Tameside and Glossop
Integrated Care
NHS Foundation Trust



Pick Your Path in a Trust that values your health and wellbeing.
#EveryoneMatters
#TeamTG



NHS Professionals

Getting signed up on the same day



Selling Your Areas

#gottobeinittowinit



Recruitment in a day

- Relaxed environment
- Opportunity to speak to senior leaders
- Tours of the Trust
- Reduces applicants anxiety- find out on the day
- HR support on the day- reduces overall admin time
- All specialities represented – bespoke offers

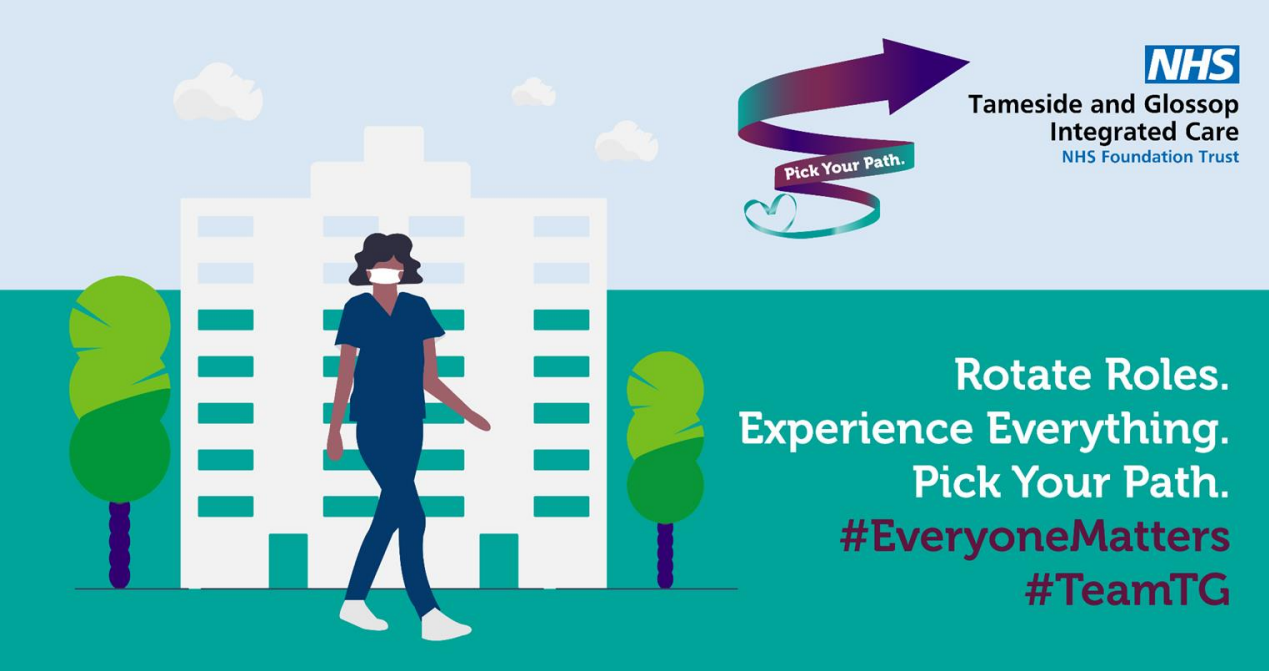


Recruitment in a day

Next steps:

- Occupational Health- pre employment checks
- Uniform ordering
- ID badge photos
- E-Rostering demonstrations
- Keeping in touch events – student nurses





Tameside Recruitment Event (Tameside Version) v1.mp4 - Google Drive



Thank you!



Tracy Campbell
Deputy Director of Nursing Professional
Standards, Safeguarding and Assurance



Just R.
Achieving better together



**Tameside and Glossop
Integrated Care**
NHS Foundation Trust

Q&A with today's speakers

A quick poll
after today's
webinar...



Thank you!

Sign up to our newsletters or networks if you haven't already:

- [Workforce Bulletin](#)
 - [Recruitment & Retention newsletter](#)
 - [Health & Wellbeing Network](#)
 - [Recruitment exchange network](#)
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