

# Recruitment & Retention Strategy

## >>2022-2025



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# INTRODUCTION

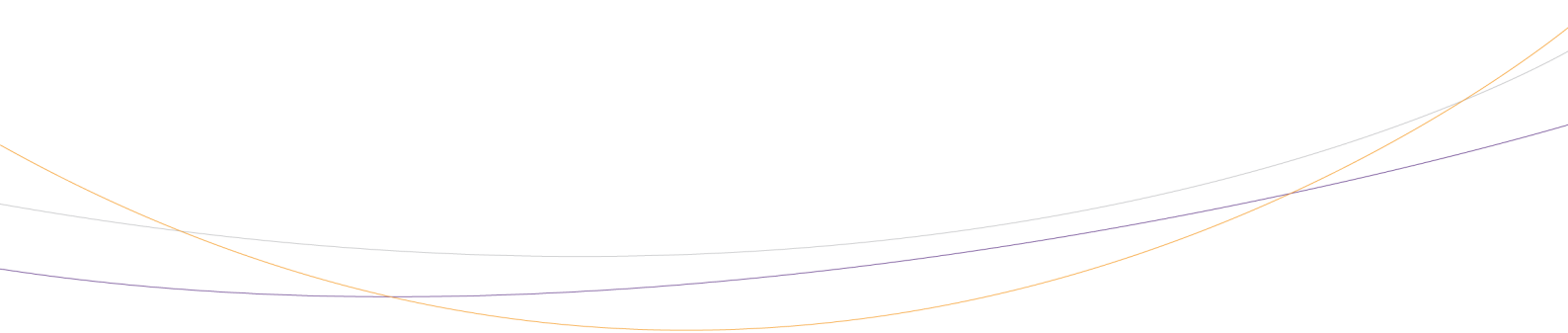
Liverpool Heart and Chest Hospital employs a multidisciplinary team from highly specialist clinicians, leading the way providing world class cardiac procedures, to highly professional administration staff who perform key tasks which underpin the specialist services.

Our workforce is a critical part of our hospital infrastructure and it is vital we have a strategic focus on how we attract and retain our staff.

Recruiting the right individuals is crucial and we need people with the right skills, capabilities and behaviours to deliver our vision

***‘to be the best – leading and delivering outstanding heart and chest care and research’.***

Our reputation for strong performance is important in delivering the best care for our patients and high-quality clinical services.



# LHCH RECRUITMENT & RETENTION STRATEGY

Our recruitment strategy focuses on one key aim - *how we can deliver an outstanding recruitment service putting the candidate at the heart of the whole recruitment and onboarding experience*, emulating the outstanding level of patient care provided at the Trust.

It also integrates specific actions relating to the recruitment and retention of staff from other key strategies such as the NHS People Promise, the LHCH Response to the National People Plan as well as the recently developed LHCH Education Strategy. Our recruitment strategy will have a strong focus on the candidate experience as well as an attraction piece that defines our Employee Value Proposition (EVP).

## Overarching Strategies Our NHS People Promise



The NHS is an extraordinary, world-class service. Together we have achieved, and continue to achieve, the extraordinary. We should all feel proud of this.

Together, **WE** make the NHS the best place to work.

We will incorporate the NHS People Promise into our recruitment strategy as we aim to showcase LHCH as a great place to work and ensure our people are at the heart of what we do.

# THE NHS PEOPLE PLAN AND THE LHCH RESPONSE

**Our Trust response to the NHS People plan sets out what our staff can expect from their leaders and from each other.**

It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.

- **Looking after our people** – with quality health and wellbeing support for everyone
- **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face
- **New ways of working and delivering care** – making effective use of the full range of our people’s skills and experience
- **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return



# OUR CHALLENGES

**To enable our strategy to be successfully delivered, we need to consider the current internal and external recruitment challenges.**

Our aim is to be able to recruit to all substantive vacancies to ensure our clinical areas and departments meet safer staffing standards and reduce the need to rely upon the temporary workforce.

Our annual workforce planning cycle determines the Trust vacancy levels and steps need to be taken to ensure we attract, recruit, develop and retain a highly skilled and capable workforce. Although appropriate steps can be put in place to attempt to get us to that point, we are and will be faced with challenges:



Continuous vacancy rate at approximately 5% with some hard to fill posts



Getting quality candidates with the right behaviours, skills and level of experience



76% staff recommend as a place to work

*(2020 Annual Staff Survey)*



Retention – our turnover data indicates a large part of our workforce leaves in the first 1-2 years of them joining



National supply shortages



Competitive job market all offering a variety of employee benefits

# ADDRESSING OUR CHALLENGES

To enable us to address our challenges, and to deliver our recruitment strategy we need to understand our challenges in greater detail and break them down into specific objectives:



## Understand the needs of the organisation

- Do we have an effective workforce planning cycle and how does recruitment link in to this?
- Can we create roles where we are not able to fill existing roles?
- Do we have clear career pathways?
- What do our succession plans look like?
- How can we use International recruitment to help shortage occupations?



## Enhance the LHCH brand and focus on attracting the right candidates

- What is our EVP?
- Where do we advertise our vacancies?
- What is our candidate reach?
- How do we use social media?
- Can we develop candidate packs for roles Band 8A and above?
- Is our website working for us to advertise what we offer as an employer?
- How can we promote our employee benefits package?
- How can we offer flexible working and how do we advertise this?
- How can we ensure our values and behaviours are at the forefront of our recruitment campaigns?

# ADDRESSING OUR CHALLENGES



## Improve the recruitment experience for all

- How can we use technology to improve the recruitment experience?
- How can we improve communications between recruitment team, recruiting managers and candidates?
- How can we measure and capture feedback from candidates?
- Can we introduce a recruitment KPI dashboard to monitor recruitment effectiveness and what should this look like?
- How do we ensure we have a socially inclusive approach to recruitment?
- How can we use values based recruitment (VBR) to ensure we recruit candidates aligned with our Trust values and behaviours?



## Focus on how we retain our workforce

- Are we analysing our leavers data regularly to determine any themes?
- Are exit questionnaires/interview processes fit for purpose?
- How can we continuously monitor retention, do we have KPI's?
- How can we gauge how our new starters are feeling once they have fully embedded?
- Are we listening and acting on feedback why employees are leaving?

# OUR AMBITIONS

**Align our recruitment activity to our workforce plans**

**Brand LHCH as an employer of choice**

**Optimise technology to improve our recruitment processes**

**Recruit the best candidates with the correct values and skills**

**For the candidate to have a positive recruitment experience**

**Improve employee retention**

# ALIGN RECRUITMENT ACTIVITY TO WORKFORCE PLANS

## Our Action

**To develop our knowledge of operational needs to enable us work with the Divisions to assist in the development of the workforce plans.**

Good recruitment and resourcing ensure the workforce has the relevant skills and abilities for the organisation's current and future needs.

Effective workforce planning is not just about filling an immediate vacancy but about having an impact on the long-term success of the business, using workforce planning data to understand what skills are needed for organisational performance.

To enable us to develop a plan to address our short and long term recruitment needs, we need to understand our operational needs and link into our workforce planning process. The HRBP's are already involved in the development of the workforce plans but we need to implement recruitment plans which will underpin each of the divisional workforce plans.

Where we are aware of shortage occupations or hard to fill roles, we need to consider what our approach will be to these and consider options such as:

- **International Recruitment**
- **Targeted recruitment campaigns such as recruitment events**
- **Internal development and succession planning**
- **Apprenticeships/placements/work experience**
- **System Working – explore partnership working within the ICS**

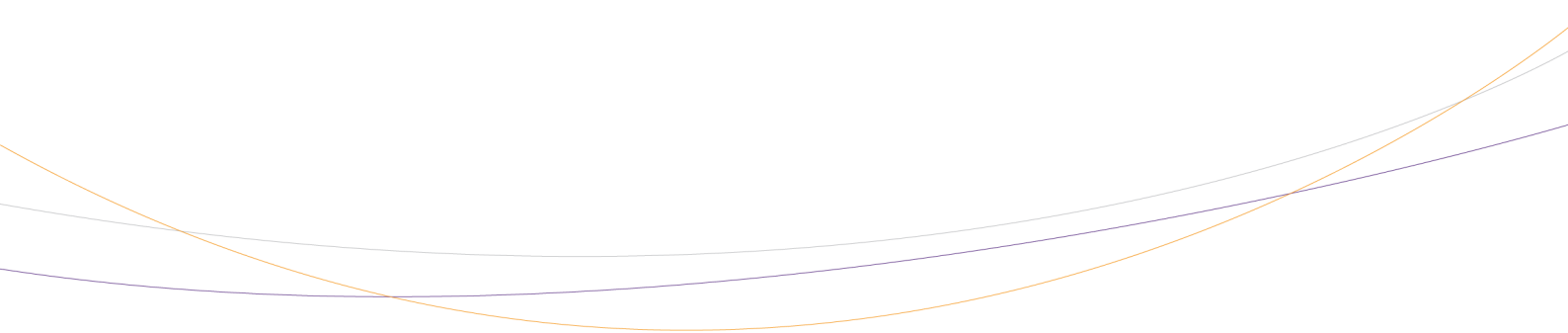
It is also important we understand our diversity profile and agree positive action approaches within the recruitment plans to fill roles for underrepresented groups and encourage people from diverse backgrounds.

Our Temporary workforce is a vital part of our infrastructure and offers great flexibility. We should understand the demand and develop plans to attract, recruit and retain our temporary workforce in conjunction with our workforce plans.

# ALIGN RECRUITMENT ACTIVITY TO WORKFORCE PLANS

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Develop an annual recruitment planner</li><li>• Link with Education to promote and support internal development and succession planning</li><li>• Review of temporary staffing demand and requirements</li><li>• Ensuring underrepresented groups have opportunities to join LHCH</li><li>• Develop an events calendar for a three-year period to promote recruitment opportunities within LHCH</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• Partner with international recruitment providers</li><li>• Develop and recruit to development roles (Apprenticeships, Career Pathways)</li><li>• Form links across our ICS and collaborate with local and national networks</li></ul>

## We will know that we have it right when:

- Everyone in LHCH can view a recruitment calendar at the touch of a button
  - We have an apprenticeship first approach to recruiting bands 2-4
  - Collaborative recruitment across the Integrated Care System (ICS)
  - We have a proactive approach to filling vacancies in advance
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# BRAND LHCH AS AN EMPLOYER OF CHOICE

## Our Action

**To create a brand that is recognisable and allows LHCH to market jobs to attract the best candidates**

LHCH is one of the leading cardiothoracic trusts in the country. Working on our brand and how we market ourselves as an attractive employer, will help us compete for the best talent and establish credibility. Our brand should connect with our IMPACT values and must run consistently through the recruitment process.

We need to understand how our employer brand during recruitment is perceived by various stakeholders. We then need to build a clear picture of what the Trust stands for, offers and requires as an employer and define our 'value proposition'. Once we have established our value proposition, we then need to develop our recruitment marketing content:

- Candidate packs
- Promotional videos
- Employee bios
- Benefits leaflet
- Adverts
- Job descriptions and person specifications

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Define overall employee value proposition to enable LHCH employees to feel proud and motivated to work for LHCH</li><li>• Develop a standard advert template</li><li>• Create Promotional content</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• Design a new job description and person specification template</li><li>• Develop our online employer brand</li><li>• Develop candidate packs for Senior Roles</li></ul>

## We will know we have it right when:

- Testimonials have been created from staff across the Trust
- Benefits of working in LHCH have been clarified
- All job descriptions are aligned with Agenda for Change
- A strong brand has been promoted and recognised
- We gain recognition for our achievements
- We have increased applications for job opportunities

# OPTIMISE TECHNOLOGY TO IMPROVE OUR RECRUITMENT PROCESSES

## Our Action

To develop an electronic recruitment process that will improve the communication, engagement, improve time to hire and enable us to measure the outputs and make continuous improvements.

Technology is continuously evolving, and employers are using this to their advantage and creating more innovative ways of working. The flexibility technology provides in working environments is becoming a more attractive feature when candidates are looking for work.

With the use of technology, we have transformed the way we work and are moving towards a more flexible and agile working environment.

We can also explore the use of RPA technology to further enhance efficiency by automating a large part of the recruitment process. This will enable the team to provide a more personal touch at the employee onboarding stage to ensure the journey from applicant to employee is seamless.

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Remove Paper HR documents</li><li>• Implement and develop NHS Jobs Recruitment System</li><li>• Map out recruitment journeys</li><li>• Measure candidate experience</li><li>• Establish Recruiting Manager feedback</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• Develop a Recruitment Dashboard</li></ul>
<b>Year 3: 2024</b>	<ul style="list-style-type: none"><li>• Use Robotic Automation Technology (RPA) to support transactional processes</li></ul>

## We will know we have it right when:

- All HR forms have been digitalised
- Clear process maps for all recruitment
- Key Performance Indicators have been determined
- A candidate feedback survey had been developed and positive feedback has been received
- When candidate feedback is positive
- LHCH staff are supported and trained with the new technology

# RECRUIT THE BEST CANDIDATES WITH THE CORRECT VALUES AND SKILLS

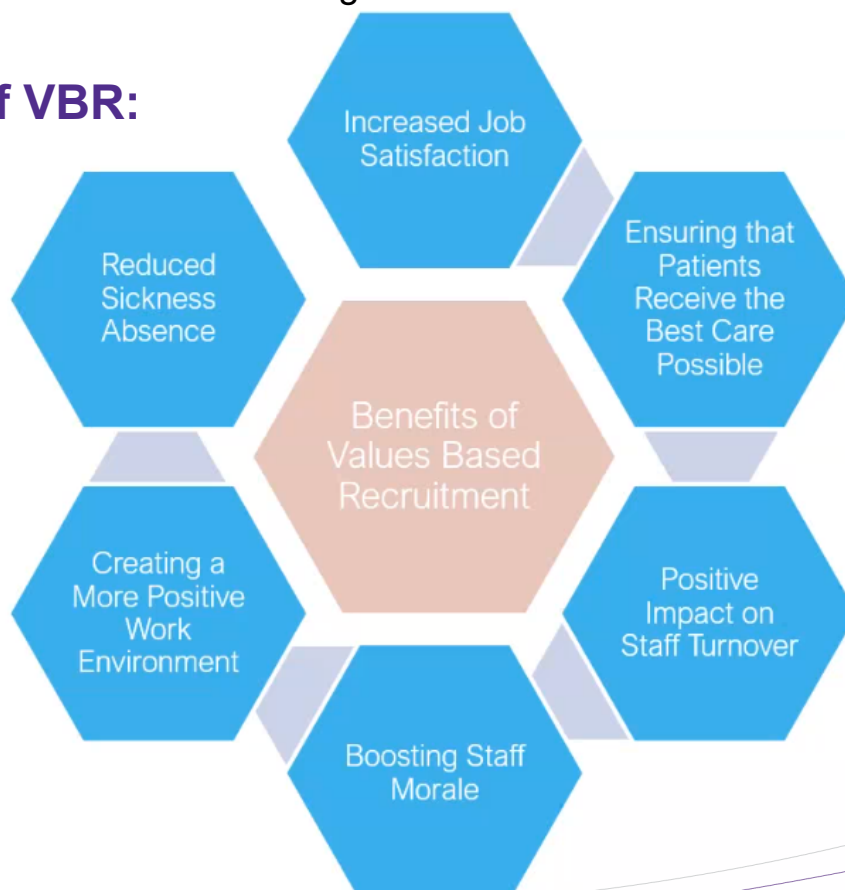
## Our Action

To develop and promote innovative recruitment campaigns.

Social media and the internet are the most common and effective methods used to recruit. Increasing our online presence and using multiple and non-traditional methods will widen the talent pool we access. When accessing candidates from a wider pool we need to ensure we are attracting the right candidates.

Values Based Recruitment (VBR) is an effective tool to help identify the best person for the job. It is an approach used to help recruit the right numbers, with the right skills and also the right values to support effective team working in delivering excellent patient care and experience. VBR is an approach which attracts employees on the basis that their individual values and behaviours align with the values of the Trust and NHS Constitution. It helps build teams around shared sense of purpose and enable everybody to work to the same outcome. It enables recruiters to articulate better feedback for candidates and provides a clear framework for decision making.

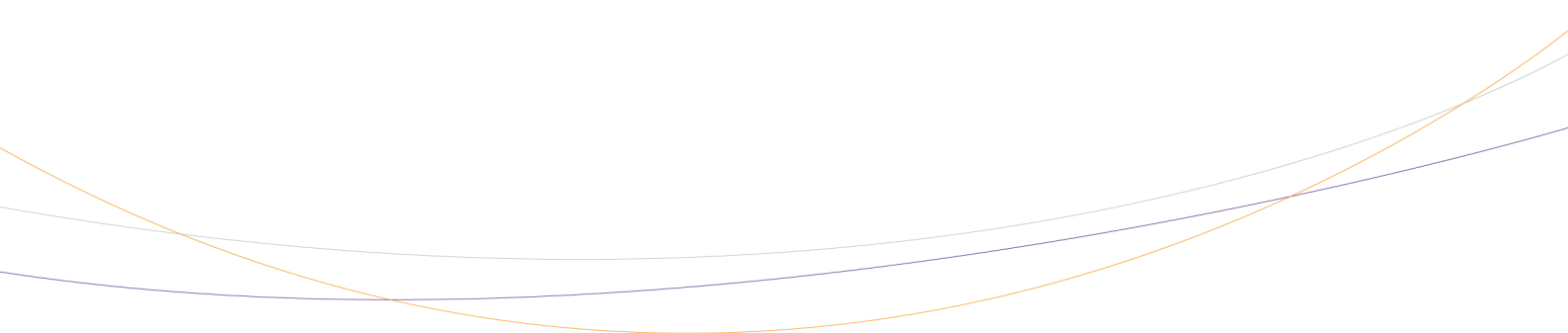
## Benefits of VBR:



# RECRUIT THE BEST CANDIDATES WITH THE CORRECT VALUES AND SKILLS

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Use Social Media Platforms for designated roles</li><li>• Increase our Internet presence and candidate reach</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• Implement Values Based Recruitment into application Stage</li><li>• Develop Values Based standard templates</li><li>• Implement Value Based Recruitment Selection Techniques</li><li>• Develop Value Based Recruitment Training</li><li>• Develop innovative recruitment campaigns</li></ul>

## **We will know we have it right when:**

- LHCH Trust values have been integrated in to the Job Descriptions
  - Value based selection methods have been implemented
  - Increased presence across the Internet with multiple partnerships
  - Promotion of vacancies have a wider reach than social media
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# FOR THE CANDIDATE TO HAVE A POSITIVE RECRUITMENT EXPERIENCE

## Our Action

### To enhance the candidate experience.

Our recruitment strategy has a big focus on candidate experience. It is important that we put the candidate at the heart of an inclusive recruitment experience and operate a fair and open approach to recruitment, so we attract applicants from all sections of society.

We need to ensure our Recruitment Managers are fully trained and confident when shortlisting and selecting candidates. This will ensure the candidate has an all-round good experience which is really important to us.

We will also establish a process to utilise good candidates who have been interviewed but not appointed first time round.

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Refresh the new starter experience</li><li>• Develop Recruitment and Selection Training including Equality, Diversity and Inclusion best practices</li><li>• Produce a new recruitment and selection policy</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• Implement a quality candidate pool</li><li>• Ensure inclusive recruitment methods and hidden bias is removed</li><li>• Implement a system for diverse interview panels</li></ul>

### We will know we have it right when:

- The Recruitment Policy has been updated to reflect an more inclusive and diverse recruitment
- Interview panels are inclusive and diverse

# IMPROVE EMPLOYEE RETENTION

## Our Action

### To support and develop our staff to help them want to work for LHCH

Retaining our staff once we have recruited them is as important as recruitment.

Retention of staff is a key issue for LHCH, the challenge is to find the correct balance between turnover and retention.

A retention action plan will address some of our retention issues and will:

- Support a positive culture within LHCH
- Promote a positive & flexible working environment for Team LHCH
- Improve staff recognition & engagement
- Enhance career development & progressions opportunities
- Develop LHCH benefits package

It is important to support new starters and all existing staff by providing a positive experience throughout their LHCH career and that we continue to ensure our staff remain engaged and feel their contribution is valued.

As part of our retention plan, we need to ensure we provide opportunities for development and progression that tie into the workforce plans. Career and succession planning will flow through our retention plans as it is important that we provide staff with the right opportunities to enable them to grow within LHCH.

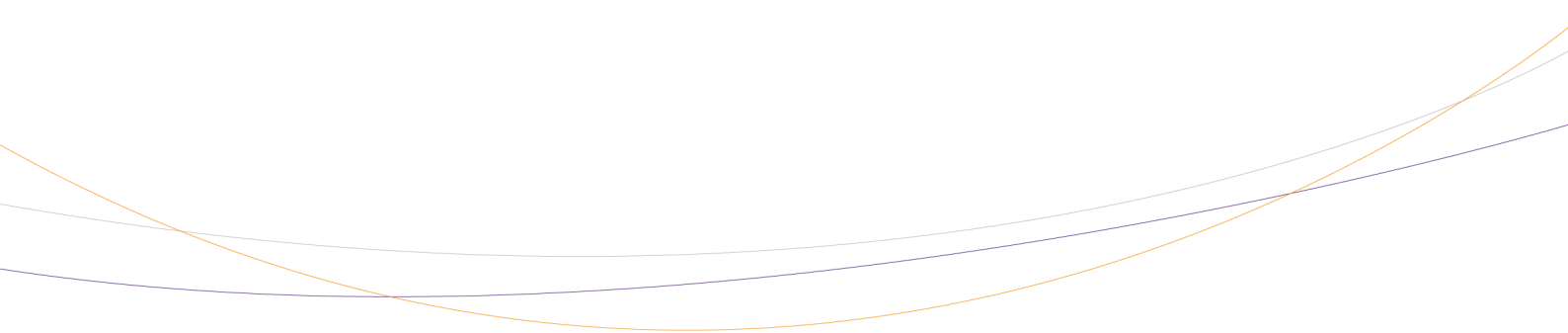
We need to prioritise listening to staff experience and take action to make improvements where required. Establishing regular touch base contact and holding meaningful exit interviews upon staff exiting the Trust will provide valuable data which can help inform our retention actions.

We are committed to support our international colleagues and any other staff such as our students who are new into the NHS, to help them feel a sense of belonging in LHCH and the wider NHS.

# IMPROVE EMPLOYEE RETENTION

<b>Year 1: 2022</b>	<ul style="list-style-type: none"><li>• Review Staff Reward and Benefits Pack</li><li>• Explore Local Trusts Initiatives</li><li>• Relaunch Exit Questionnaires</li><li>• In touch days for recent starters</li><li>• Reporting and understanding reasons for staff leaving</li><li>• Develop KPI dataset to monitor retention</li><li>• Succession Planning</li><li>• Flexible Working offer</li><li>• Link into Regional and National retention groups</li><li>• Nurse Preceptorship review</li></ul>
<b>Year 2: 2023</b>	<ul style="list-style-type: none"><li>• New starter onboarding</li><li>• Clinical internal rotation opportunities</li><li>• Relocation Package</li><li>• On-Call review</li><li>• Touch Point Employee Surveys</li></ul>

## We will know we have it right when:

- We reduce turnover in staff employed between 1-2 years
  - Understanding and improving staff experiences
  - All new starters have the ability to feedback their experience
  - Staff know what rewards and benefits are available
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# Recruitment & Retention Strategy

>>2022-2025

