

Case study: Nursing vacancies down to record low

The Best of Work, Best of Life; promoting QEH as a place with a deep sense of community, where staff have high regard for each other, a fierce pride in their hospital and a love of the area in which they live.

Our innovative campaign knitted all these aspects together to:

- Reduce our vacancy rate
- Support recruitment into traditionally hard to recruit positions
- Explore alternative recruitment methods for areas with high turnover rates
- Support our objective to recruit 140 international nurses by February 2020
- Promote our sense of community, and the area as a great place to live, grow and
- Develop

Supported by our Charitable Fund, the first phase (September 2019) featured staff in and out of work and developed into:

- Paid for advertising: digital marketing across online partner sites
- Billboards at motorway service stations on the A1 to the Midlands
- Billboards on train platforms on the cross-country line to Manchester
- Billboards at East Midlands Airport



We also created a dedicated website teamqeh.com and targeted social media, particularly Twitter, tagging organisations aligned with our campaign, such as Love West Norfolk and Visit Norfolk.

We created a Job of the Week platform on teamqeh.com which is promoted through social media channels.

During October and November 2019, page views on teamqeh.com topped 4,300 for each month and the number of click-throughs and quality of candidates for many vacancies allowed us to close applications early and move on to interview and appointment stages earlier.

The campaign material was also used during our successful recruitment campaign to the Philippines, which resulted in 140 new recruits. As the number of staff from overseas is increasing we are developing a growing network of support including:

- Intensive programme in preparation for the Objective Structured Clinical Examination
- A preceptorship programme
- Individual support from the Practice Development team
- Informal clinical supervision
- Attendance at the People Committee to share their experiences
- Welcome celebration hosted by the Filipino Association of West Norfolk (for Filipino nurses)

- During 2020/21, we will develop a network group for our BAME staff (from black, Asian and minority ethnic backgrounds) and a network group for lesbian, gay, bisexual and transgender staff (LGBT)

Vacancy rates

In June 2019, the overall Trust vacancy rate was 14.77%. As a result of all Trust recruitment campaigns and initiatives this reduced to 10.69% by January 2020. Staff turnover has reduced to 11.79% and ward-based nursing vacancy rates have fallen to 5%, the lowest level ever for QEH and one of the lowest rates in the country.