

Case Study: Recruiting Local Talent Differently: An Efficient Cost-Effective Alternative Approach to Recruiting into the Health and Social Care Sector

Programme/Project Name (if different from above):

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Summary (max. 200 words):

A brief summary of the project and its objectives: We delivered cross-sector recruitment events at locality level, to attract new people from the local community into health and social care, and to help address the growing workforce crisis in the sector. Organisations presented themselves to candidates as one, rather than in competition against each other. This increased recruitment efficiency and reduced costs, time to hire, and impact on clinical teams. We purposefully aimed to remove as many of the identified barriers as possible for potential candidates.

How was the work developed and implemented (max. 300 words):

Including, for example:

- Who led this work / where was it delivered?
- Which stakeholders in the ICS were involved in the work? How were they involved?
- What essential resources and support were required?
- Include details of initiatives and/or changes in practice/policy and processes made
- What were the main challenges and issues in developing / delivering this work?
- What worked well and was an enabler?

To help address the growing workforce crisis in the healthcare sector, NHS Greater Manchester Integrated Care and the Northern Care Alliance NHS Foundation Trust worked in collaboration with multiple system partners to deliver a truly integrated innovative approach to recruitment.

System partners have run recruitment events, but many encountered similar challenges which have limited success. We developed a shareable model to shape future recruitment approaches. These locality-wide events were aimed at attracting new people from the local community into entry level healthcare roles. Working in collaboration, we brought together organisations from across primary, secondary, and social care, and the VCSE sector, to recruit as one, as well as offering pre-employment programmes and volunteering opportunities. Candidates could potentially walk into the event, speak with an employer, go into an interview, and be offered a job there and then. Through careful design, we aimed to remove as many of the identified barriers as possible.

This project developed from earlier social value work, which included community engagement. This concluded that the local community did not see people like them within the workforce, and there was a disconnect between candidates and the employer. This informed the design of these events. We aimed to 'meet you (the community) at the point you are at (job ready, exploring options, looking to gain skills)'.

This smarter recruitment approach, which has significant multi-benefits, has resulted in a thirst to 1) further optimise the model and 2) proactively share the learning with other organisations – both of which are in progress.

Key outcomes and impact (max. 200 words):

- What were the key outcomes (what changed as a result of this work)?
- What were the main benefits achieved?
- What were your measures of success?

From two events in December 2022 and January 2023; 783 job seekers booked in advance, 540 attended, 144 job offers were made on the day, 26 individuals registered for pre-employment programmes, and 122 were offered a volunteering opportunity to build skills and experience. Over 100 of these progressed to an unconditional offer. Plus 35 candidates' details have been kept on file as reserves.

The events have proved hugely popular with candidates and organisations alike; the qualitative feedback from both was extremely positive.

The analysis revealed a potential cost saving of 74% (£615) per candidate. This equates to an overall saving of over £50,000 for one event alone.

Time spent hiring via the traditional route was 4.6 days per candidate, this was reduced to 1.1 day per head through these events; illuminating a positive impact on clinical teams, and potentially on patient care.

We reduced the time to hire by 13 days between the first and second events.

The events enabled filling vacancies at scale, reduced the burden on clinical teams, was more efficient/saved money, and helped address national targets (e.g. reduce health care support worker vacancies to as near to zero as possible).

Lessons learnt and advice to others (max. 200 words):

- Successful delivery was enabled by; a SRO who has influence to create leverage, project management providing capacity to drive delivery forward, and engaged collaborators to act as system connectors and unlock barriers. The link with the department for work and pension was key to getting high numbers to events. Having the right primary care contacts who can coordinate opportunities across multiple providers is also beneficial.
- Fundamental design elements include:
 - Minimum of 8 weeks lead time
 - Venue with good transport links - go to the community, don't expect the community to come to you
 - No requirement for a personal statement during the application process (potential literacy barrier)
 - Multiple available vacancies enabled re-capture of great candidates who might have been unsuccessful via the traditional route (hiring post by post)
 - Candidates who'd completed a pre-employment programme were given interview priority

- Literacy and numeracy tests were available to offer our communities (as local educational attainments, particularly maths and English GCSE, are below average). If people did not achieve the necessary functional level, employment support teams were in place to support
- Input into TRAC was only initiated following interview to avoid unnecessary work (plus it's a barrier for some), as the attrition rate was significant.

Further information and resources:

- We will share the implementation plan, lessons learnt and accompanying resources via the forthcoming Greater Manchester Recruitment and Retention Toolkit. The toolkit will be housed on an open-access website, and is in an advanced stage of development. This will provide system partners with all the information required to run similar events optimally.
- We also plan to disseminate the learning extensively amongst our networks, utilising our established workforce forums (e.g. the GM People Board and sub-groups), newsletters, and run a virtual launch event.
- We have been working with other localities to support them to deliver events in their area.
- Contact gm.workforce@nhs.net for further information.

This case study is being collected on behalf of the Greater Manchester Integrated Care Partnership and the content will be used to promote the work taking place within Greater Manchester and behalf of the Partnership, locally, regionally and nationally.

Please tick this box to confirm that you consent to the use of this case study for the reasons outlined above and if you have an image or logo to share, please confirm that you give us permission to use this alongside the case study.

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Date...21/6/23.....