



Allison Maclaine, Support Services Manager, Maria Cunningham, Training & Quality Manager,

Yvonne Black, Assistant Support Services Manager

Aim

The team are to review SWAH Housekeeping services which provide frontline cleaning and catering services to the hospital, it has a compliment of 127 staff/83.17wte. Consistently we have struggled to recruit and retain staff; on average we have 20% vacant posts. There is a high usage of bank and agency staff.

Aim – Reduce the number of vacant post by 50% over the next 9 months

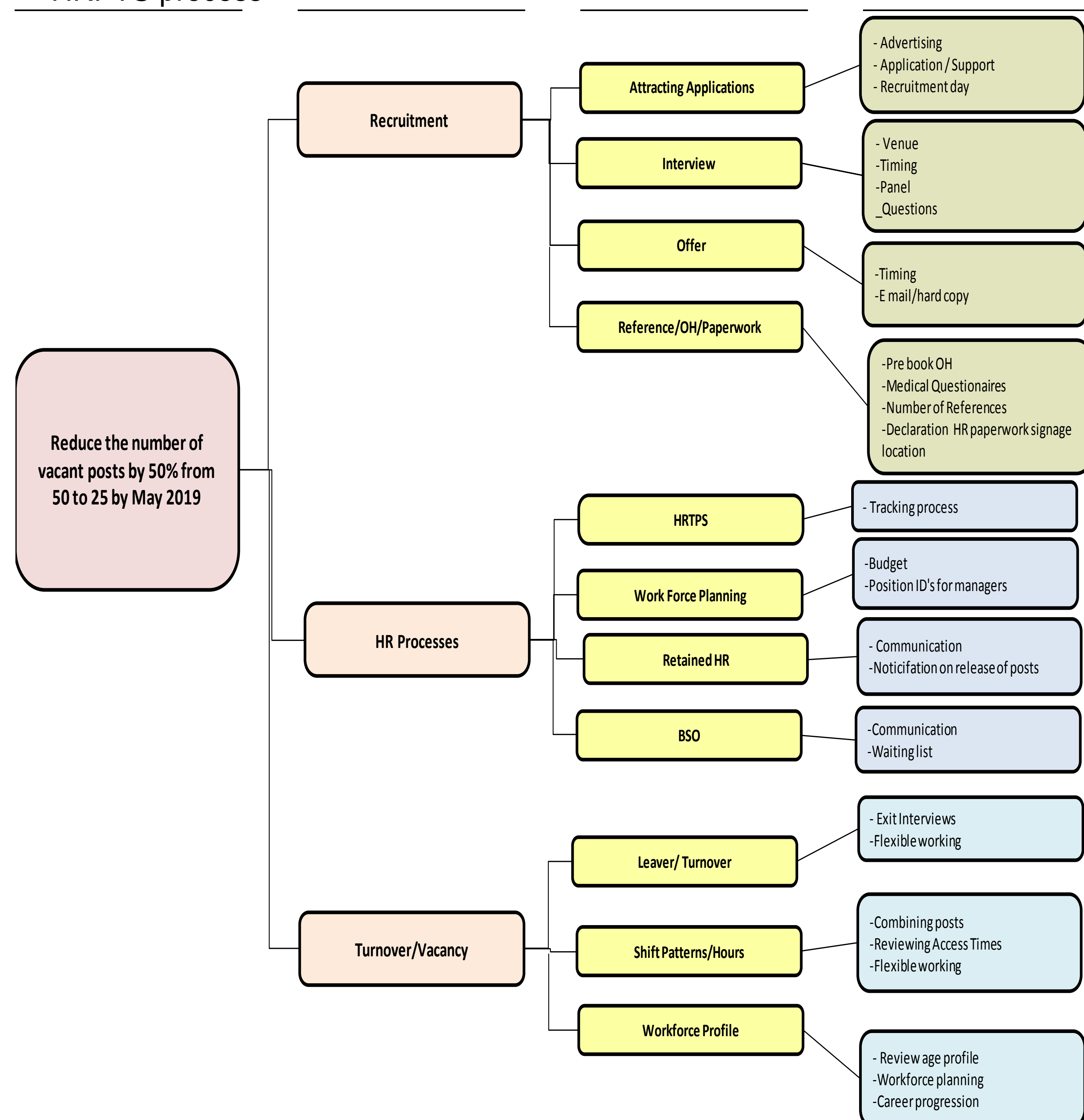
Background

Over recent years Housekeeping services have relied heavily on bank and agency staff to maintain services as recruitment initiatives have failed to attract and retain employees.

The high use of agency and bank staff have resulted in inconsistencies of service delivery and absorbs considerable management time in administration.

Method

- Review of Recruitment Process
- Analysis of the HR Processes
- Review of how services are delivered
- Review of shift patterns
- Review of turnover
- Reasons for staff leaving
- Workforce planning
- Communication and liaison with BSO and retained recruitment
- HRPTS process



Process Change

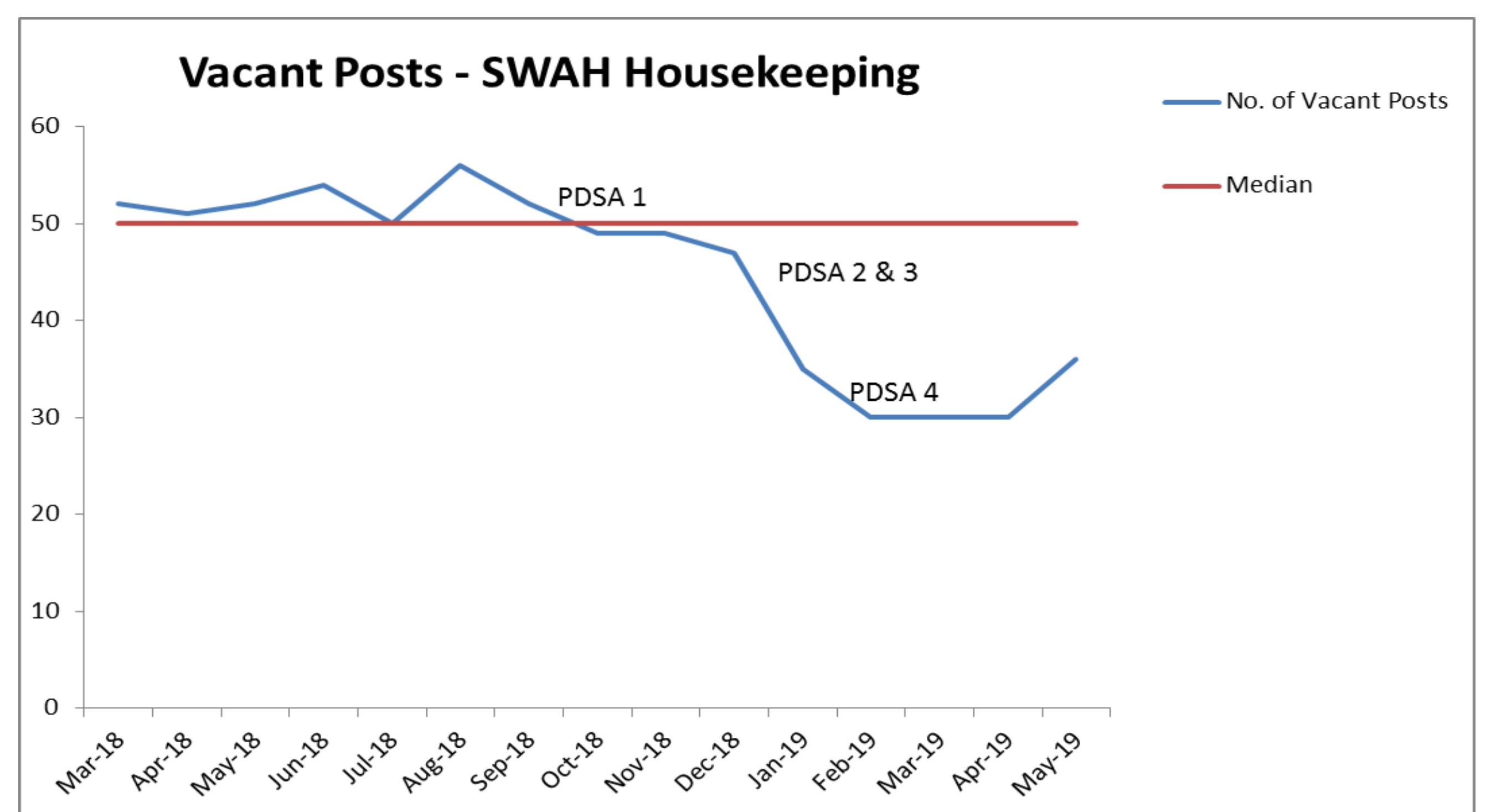
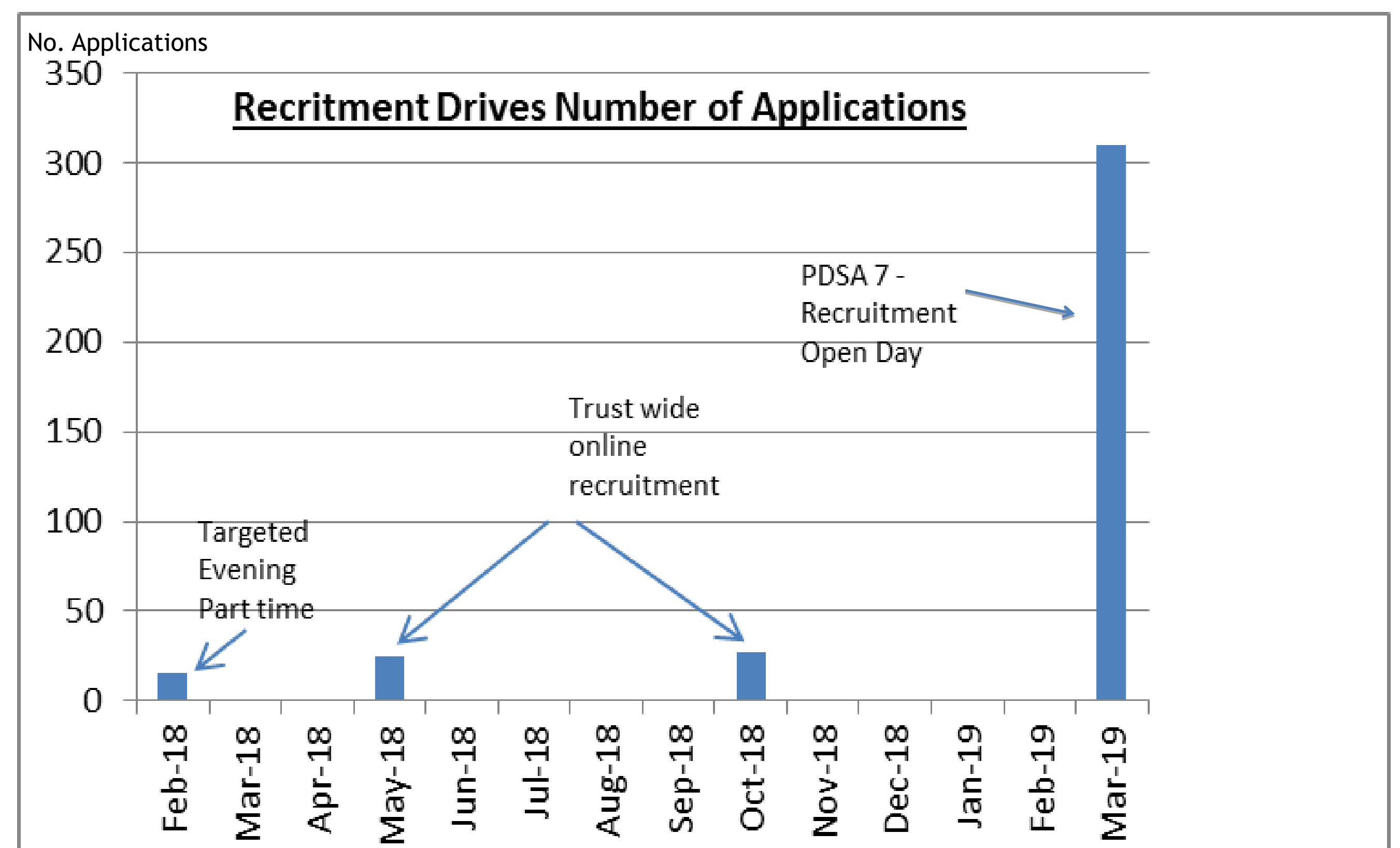
Reduce number of vacant

- PDSA 1 – Review of shift patterns
- PDSA 2 – Offer of flexible working
- PDSA 3 – Changes to interview process

Review recruitment process

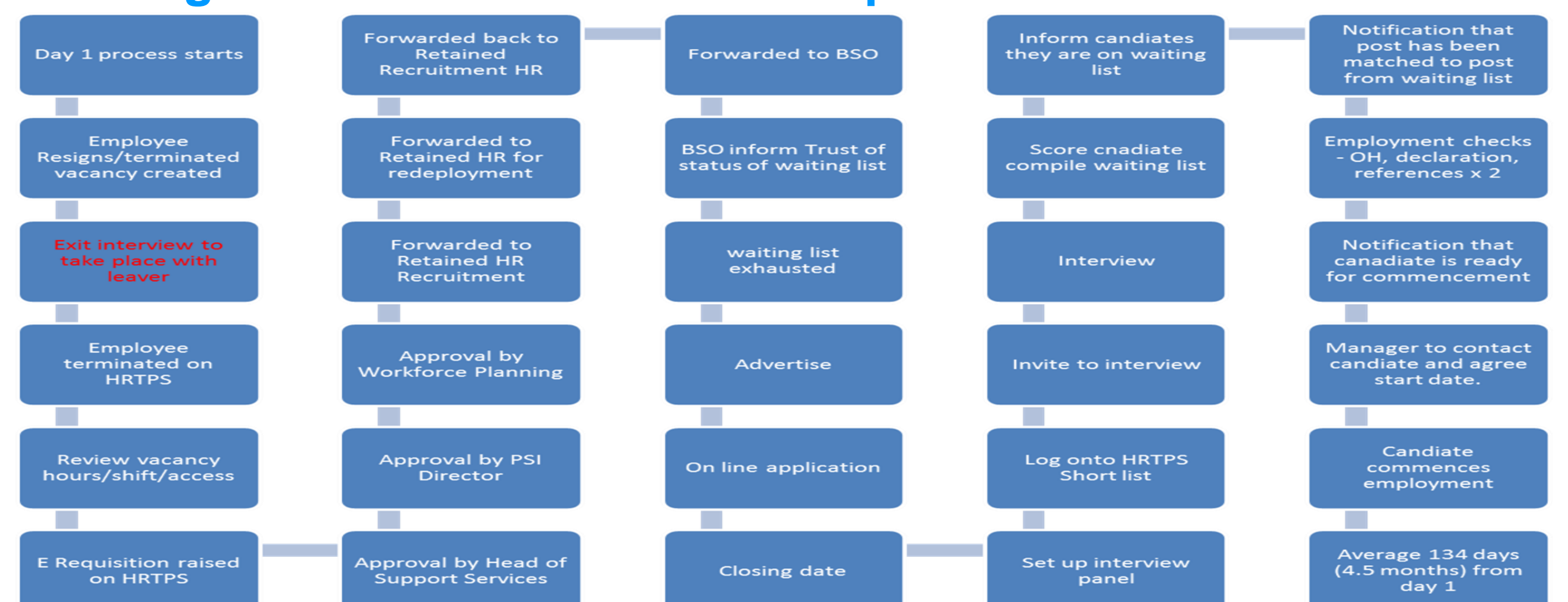
- PDSA 4– Ownership of the waiting list/matching of posts
- PDSA 5 – Pre booking OH
- PDSA 6 – Declaration and verification of documentation
- PDSA 7 – Move away from online application and advertising to Recruitment Day

Results



Conclusions

Manager Recruitment Process Map



Analysis of data and process mapping clearly demonstrate that the current online recruitment process fails to attract applications for Band 1 Housekeeping Staff, by removing the on line process we increased our applications by 100%. However the complexity of the recruitment process means from interview to appointment timeframe remains on average 4 to 6 months.

Key Learning Points

- On line application process is failing to attract applications
- Continual review of vacant post and shift patterns
- Greater use of flexible working
- Multi skilling of workforce
- Improved communication with HR and BSO

Next steps

- Work with HR and BSO on processing applications in a more timely manner.
- Improve the approval recruitment process.