

West Yorkshire SeQuIn Tool Summary- Quarter 3: Recruitment

West Yorkshire Summary

- All services submitted recruitment data and action plans in Q3
- The overall average for West Yorkshire was 2.6 out of 5 or amber
- Waterloo Manor had the highest average score at 4.6
- The lowest score of 1.3 was from Newton Lodge
- Wider context shows the impact of covid and ongoing restrictions on a previously good area of practice, all services wish to improve
- Standards 5 and 6 were the lowest scoring standards showing a significant gap and opportunity for involvement in staff induction and training
- Piloted free flow text boxes allowed services to share good practice around current staff wellbeing and efforts for retention

Context

The SeQuIn Tool was coproduced with service users, staff and commissioners from the Yorkshire and Humber Region over a 3+ year period. Input was also given by SALT, Widget software, UCLan and a Website Design Company to create an interactive platform that can benchmark data across services and regions. The aim of the Tool is to upkeep old CQUINs and drive quality improvements in services with the service user and staff voice. The Tool has 12 areas each with 10 to 12 standards. The Tool was piloted in 2020 with some disruption from the Covid-19 Pandemic. Each year standards are chosen that help support services to think creatively where solutions are most needed. One standard is chosen per Quarter, the 2022/23 schedule is as follows:

Quarter 1: Involvement (to support systems and processes and involvement strategy in West Yorkshire, drawing on 3 years of data)

Quarter2: Meaningful Activity (to support services moving through covid restrictions to mixing of wards, to ensure activity is contemporary and meaningful)

Quarter 3: Recruitment (to support conversations and dynamic thinking around recruitment and retention of staff in a period of National crisis)

Quarter 4: Progress against actions from Q1, 2 & 3 (a co-produced slide to show quality improvement and share good practice)

Data Collection

The Recruitment standards for completion can be found here: [Recruitment-standards.pdf \(yorkshireandhumberinvolvementnetwork.nhs.uk\)](https://www.yorkshireandhumberinvolvementnetwork.nhs.uk/Recruitment-standards.pdf)

The Recruitment standards were reviewed by the standards review committee made up of service users and staff who use the tool to ensure relevancy and accessibility. The recruitment standards were also the first to introduce a free flow box with prompt questions to encourage sharing of good practice. In West Yorkshire Bretton Centre, Cygnet Bierley, Waterloo Manor and Newhaven have all supported the committee.

Data is captured in a variety of ways from small focus groups, 1:1 paper survey or asking people to score and action plan on tablets. We have encouraged services to collect data in any way that is meaningful and achievable during covid restrictions and staffing pressures, we do acknowledge this is a variable in the data and may have limitations on representation. We are working with services in 2022/23 to focus on action planning collaboratively and having discussions around quality improvement, as well as capturing the quantitative scores.

Further information on the SeQuIn Tool and its intended implementation can be found here:



SeQuIn Tool
Slides.pdf

2022 Recruitment Data

An extension of deadline was given for submission from End of December to End of January due to rising cases of covid and workforce resource over the winter period.

All West Yorkshire services completed the Tool in Quarter 3, and all standards were scored for recruitment leading to an average service score as follows:

Overall service scores:

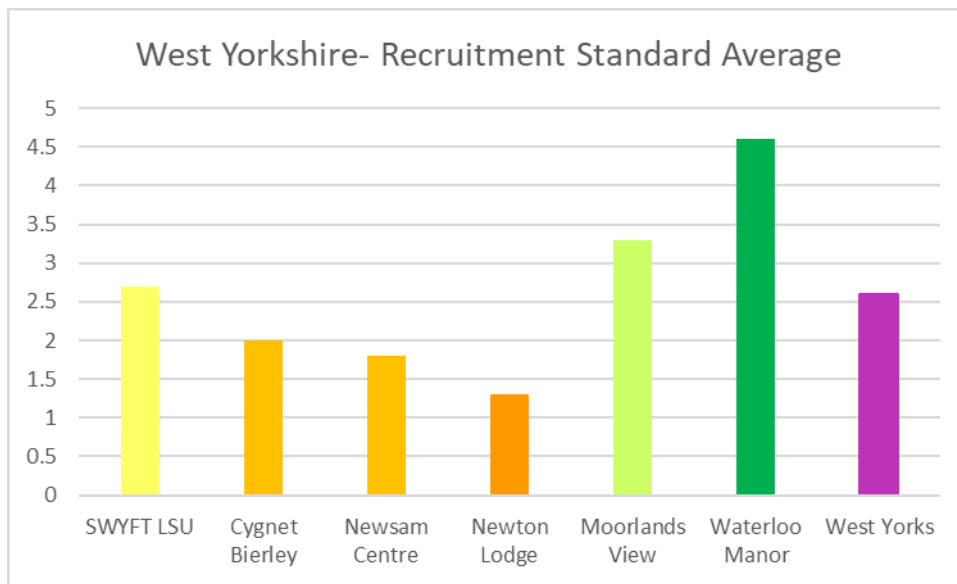
SWYFT LSU	2.7
Cygnets Bierley	2
Newsam Centre	1.8
Newton Lodge	1.3
Moorlands View	3.3
Waterloo Manor	4.6
West Yorks	2.6

(Table Q3101)

*Please note that for 2022 Bretton & Newhaven have combined to offer a SWYFT LSU Score, their action planning and governance structure is also combined in support of this.

Waterloo Manor scored the highest with 4.6 average out of 5 on the recruitment standards, they have a robust recruitment process that involves service users and could talk of recent examples of service users on panels. Moorlands view were the only other service that scored above 3 and crept into a green rating. The other services scored all scored amber, showing much room for improvement with involvement in the recruitment process. Wider context and conversations show that standards were met pre-covid but due to the disruption of the pandemic and ongoing restrictions for some services, they are struggling to meet the standards. All services have supplied actions to improve involvement in recruitment and induction.

2022 Recruitment Bar Chart:



(Chart Q3102)

Service scores broken down into standards:

	RECRUITMENT STANDARDS	SWYT LSU	Cygnet Bierley	Newsam Centre	Newton Lodge	Moorlands View	Waterloo Manor
1	There is a policy or procedure in place that supports service users to be involved in recruitment	3	2	2	2	5	5
2	Service users are involved in the recruitment process and are supported by the Lead for Involvement to do so	3	4	2	2	5	5
3	Informal recruitment training is offered to service users to ensure the experience is enjoyable and meaningful	3	2	1	1	5	5
4	Service users are recognised for their involvement in the recruitment process	3	2	2	1	3	5
5	Service users are involved in staff induction	2	1	2	1	1	4
6	Service users are involved in staff training	2	1	2	1	1	4
Service Average		2.7	2	1.8	1.3	3.3	4.6

(Table Q3103)

Standards 5 and 6 are the lowest scoring standards in West Yorkshire with an average of 1.8 out of 5 and dark amber rating.

Standards 5 and 6 state respectively ‘service users are involved in staff induction’ ‘service users are involved in staff training.’

Three services scored 1 out of 5 or a red rating for both of these standards meaning they do not currently happen at all.

Standard 2 was the highest scoring standard in West Yorkshire at 3.5 out of 5 and green rating. This standard shows that service users are involved in the recruitment process itself. Two services scored 5 out of 5 in this area.

Provider Collaborative Recruitment Overall Average:

WEST AVG	2.6
HUMBER AVG	2.6
SOUTH AVG	3.2
Y&H AVG	2.8

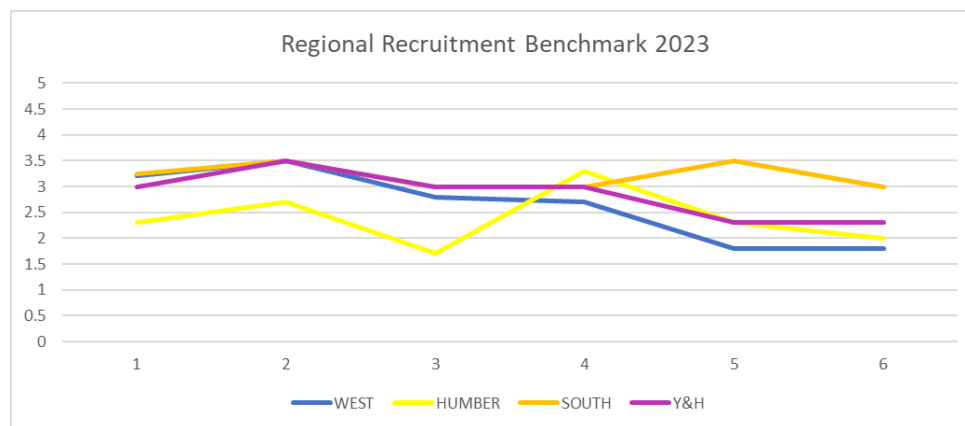
(Table Q3104)

Provider Collaborative scores broken down to standards:

RECRUITMENT STANDARDS		WEST	HUMBER	SOUTH	Y&H
1	There is a policy or procedure in place that supports service users to be involved in recruitment	3.2	2.3	3.25	3
2	Service users are involved in the recruitment process and are supported by the Lead for Involvement to do so	3.5	2.7	3.5	3.5
3	Informal recruitment training is offered to service users to ensure the experience is enjoyable and meaningful	2.8	1.7	3	3
4	Service users are recognised for their involvement in the recruitment process	2.7	3.3	3	3
5	Service users are involved in staff induction	1.8	2.3	3.5	2.3
6	Service users are involved in staff training	1.8	2	3	2.3
Service Average		2.6	2.6	3.2	2.8

(Table Q3105)

Regional Recruitment Benchmark 2022:



(Chart Q3106)

West Yorkshire are benchmarked against Humber & North Yorkshire and South Yorkshire in Chart Q3106. The average Yorkshire and Humber score is also shown for comparison. West Yorkshire scored an overall amber RAG score and average of 2.6/5, rating the same as HNY and marginally below SYB. Again standards 5 and 6 were lowest scoring across the board. West Yorkshires score for the last 3 standards were lowest across the region highlighting areas for improvement in induction and staff training. These findings may tie into wider PC discussions around potential problem solving through joint training and offering co-produced and co-facilitated training packages.



Action Plan

We suggest that each service chooses a Recruitment standard to focus on as a quality improvement initiative in that year, again in collaboration with service users.

The services have chosen the following standards to action:

SWYFT LSU	2 & 5	To re-establish regular service user involvement in recruitment & to liaise with comms team regarding service user led, "welcome to the service" film for new starters.
Cygnets Bierley	1	Create a training package to support service users with increasing their skills and knowledge within the recruitment process.
Newsam Centre	1 & 5	To develop a poster/leaflet for service users to outline how they can be involved in recruitment within Forensics. To create a feedback letter/certificate template to recognise service user involvement in the recruitment process e.g., interviews, training, staff induction.
Newton Lodge	All	Create an induction plan. The service will develop a local procedure, in line with the trust policy & IPC guidance that outlines expectations of service user involvement in the recruitment.
Moorlands View	4	Make involvement an agenda item for Community and Staff meetings, as well as Low Secure QUOPS meeting.
Waterloo Manor	5	Service users are to be involved in staff induction

(Table Q3110)

The Yorkshire and Humber Network will track scoring and actions through individual engagement plans and support improvements to be made.

For Q4 the Provider Collaborative have asked to see a presentation from services showing their progress on actions chosen in Q1, 2 & 3.

In the interim the free flow text box was introduced as a potential quality improvement to the SeQuIn Tool and to offer the opportunity for services to further share good practice around the chosen area not covered by the standards.

The recruitment free flow box had a 67% uptake in West Yorkshire with 4 services opting to use the opportunity. Two services used the box to offer wider context to low scores and describe the impact of covid on this previously successful area. Other services shared initiatives to help support wellbeing and retention of staff including well-being meetings, group supervision, apprenticeship schemes, protected time for staff development, wobble rooms and visiting physiotherapists for staff.



Recommendations/ Observations

- Covid and restrictions are still playing a part in limiting how services may be involved in recruitment, there is opportunity for creativity
- Recruitment and retention is a risk across health generally, these standards were chosen to support the process, the free flow box shows lots of examples of good practice, especially supporting the current workforce
- All services have expressed a wish to return to pre-covid recruitment practice and have written clear actions to support improvement
- Standard 6 which states 'service users are involved in training', could be supported by the PC through joint co-produced and co-facilitated training packages.

Quarter 4

Services are asked to present at the Virtual West Yorkshire Event on the 22nd of March their progress against actions for Q1/2/3 including service user feedback with optional creativity.

Schedule for 2023/24 has also been confirmed as:

Quarter 1: Involvement (to support systems and processes and involvement strategy in West Yorkshire, drawing on 3+ years of data)

Quarter2: Reducing Restrictive Practise (to ensure standards are up to date with changes in national guidance and that services are meeting this)

Quarter 3: Technology (a very topical area of conversation in all services, highlighted by service users in their forums, noted as a theme in quality reviews and as an inequality in the 2021 NHSE 'advancing equalities' report)

Quarter 4: Progress against actions from Q1, 2 & 3 (a co-produced presentation at an event to show quality improvement and share good practice)

Report produced by the Involvement Network- March 2023

All previous reports can be found on the Yorkshire and Humber Involvement Website, please request password if first time on the closed section (all other areas open to the public)

<https://www.yorkshireandhumberinvolvementnetwork.nhs.uk/sequin-tool-summaries/>