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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	13th December 2022	Agenda Item	4.1
Report Title	Recruitment and Retention update		
Report Author	Guy Holt Associate Head of HR		
Report Sponsor	Debbie Eytayo Director of Workforce and OD		
Presented by	Sharon Vickery Assistant Director of Workforce and OD		
Freedom of Information	Open		
Purpose of the Report	To update the Workforce and OD Committee of recent recruitment related activity and success of both the Central Resourcing and Medical HR teams In addition to update the Group on the work being undertaken on the development of a Retention Plan and of the progress of the Health Board Recruitment Branding and Attraction project.		
Key Issues	To provide the Workforce and OD Committee assurance that the Health Board continues to take proactive and innovative actions to address workforce vacancies and to promote SBUHB as a place to work and receive health care.		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
	x		
Recommendations	Members are asked to NOTE the recent activity and updates in our recruitment and retention agenda.		

RECRUITMENT AND RETENTION UPDATE

1. INTRODUCTION

The purpose of this paper is to update the Workforce and OD Committee of the recent recruitment and retention success since the last update. This work is associated with the recruitment and retention strategy aligned to the Health Board's Recovery and Sustainability plan.

2. BACKGROUND

This paper aims to provide a brief update around activity since the last meeting to provide assurance that there are number of successes in both recruiting and retaining staff.

3. KEY ACTIONS

3.1 Central Resourcing team

Since its inception at the end of 2021, the team have focused on supporting areas of high-volume recruitment needs where vacancies lead to bank, agency and overtime costs.

The table below gives an overview of recruitment activities since inception.

Activity	Total as of 23 rd June	Total as of 10 th July	Total as of 20 th Sept	Total as of 8 th Nov
B2 HCSW's (healthcare support workers) recruited and/or supported through PEC's (pre-employment checks)	148	164	207	216
Band 5 UK domicile nurses recruited	42 (25 external)	46 (27 external)	62 (36 external)	70 (39 internal)
Band 5 Nurses from overseas recruited by corporate team via Agency	117	125	137	170
Band 5 Nurses from overseas directly recruited by team (instead of agency)	34	48	66	66 <i>(direct applicants processing has been paused)</i>
High calibre applications saved from overseas nurses. <i>(These nurses directly apply with the majority from Nigeria but are yet to be interviewed due to capacity issues with OSCE training and the interface with the overseas nurse recruitment campaign.)</i>	359	434	457	457 <i>(direct applicants processing has been temporarily paused.)</i>
Assets created to support recruitment activity e.g. info	24	36	57	68

packs, case studies, social media content				
Students (Nurses and allied health professionals (AHPs) being/supported through PEC's	189	230	291	298

Band 2 HCSW recruitment seemed to quieten in October, with service groups focussing on recruitment to other areas, but this is quickly picking back up, with adverts scheduled for Morriston (general), AMSR (acute medical services redesign), ITU (intensive care unit), ED (emergency department) and NPTSSG (Neath Port Talbot Singleton Service group) Surgery. The Resourcing Team have queued these in an order which will reduce duplicate applications and reduce the number of 'no-shows' on interview dates.

Band 5 Nurse recruitment also continues through the means of a centralised 'always-on' advert. We have now started to use the same approach for Theatres, with a specific theatres vacancy live at all times, with applicants being processed as quickly as possible after being received. 5 Theatres applicants were appointed in October and 6 have interviews scheduled for November so far. An AMSR Medicine B5 vacancy has also been created which the team also monitor.

The team are also supporting other areas - An in-depth recruitment workshop was assembled and delivered to the Biomedical Scientists team to try assist with their recruitment. It was developed to look at how they could improve their job adverts, showing some good examples we had researched, ways in which they can advertise to boost awareness of their vacancies as well as improving their actual recruitment process. Speeding up their shortlisting to reduce time to hire, as well as how they can improve candidate experience to reduce the risk of withdrawals and improve our employer reputation. A similar session is currently being produced for the Nutrition and Dietetics Team.

Other key achievements:

- The team continue to consult with various teams on how they can improve their recruitment and communications. This has included the Medical Education Team and Career Development Team last month.
- We fully utilise our social media recruitment pages to promote opportunities and respond to requests to support with promoting hard to recruit posts. In October we reached the Facebook pages of **37,898** people and achieved **5,125** post engagements (likes/comments/shares)
- The Resourcing Team continues to support with recruitment to some senior posts, currently including the new Director of Insight, Communications and Engagement role, setting up interviews, stakeholder discussions and board presentation assessments. Planning is also underway for the recruitment of the Director of Strategy and Service Group Director posts.

- The team continue to support developing content for the B4 Assistant Practitioner posts in advance of the anticipated recruitment, including case studies to promote the roles to potential applicants, as well as the benefits.

3.2 Medical Recruitment Update

During the period 23rd September 2022 to 10th November 2022, a total of 32 new appointments to the Health Board have been secured. The number of adverts will exceed this number as some posts received no applicants and so are re-advertised, sometimes on several occasions. This work is key to support the medical staffing needs of the Health Board's Recovery and Sustainability plan 2022/23.

The team continue to report to the Chief Executive and Service Group Medical Directors to accelerate the recruitment process to ensure as many candidates are secured. Part of this work has involved setting dates for shortlisting at the outset when the vacancy is first processed and including interview dates in the adverts. The team ask for additional information from the Service Areas around locums sitting in vacant posts and this information is included in the weekly report.

The team are also supporting senior posts at present including Service Group Medical Director post and have also supported for the appointment of the Assistant Medical Director roles.

Some key achievements include:

- Pastoral approach throughout the whole recruitment journey. The team arrange and attend all interviews and process the required pre-employment checks for Doctors. This is an ongoing priority for the team to ensure that doctors feel supported from application to commencement and also whilst new in post, which can ensure the successful integration into a new country, new health care system and culture. Whilst supporting the Service Groups and the medics through this process, the team also support Single Lead Employer and the trainees employed via them.
- Working with A&E to advertise CESR rotations, no other HB in Wales have advertised these types of posts previously.
- Appointed to 2 Specialist Grade doctors in Oncology – One for Thyroid and one for CNS (clinical nurse specialist) Sarcoma
- Palliative Care set to advertise for their first Specialist Grade post
- Appointments made in Emergency Medicine and Paediatrics which should replace current locum spend once they commence in post
- Appointed to a hard to fill speciality Locum Consultant in Oncology Lung and Lymphoma who will commence February 2023
- A Consultant has posted on Linked in and received over 140 reactions about their experiences in the HB *"15 years ago today I took up my dream job as a Consultant Cardiothoracic Surgeon at [Swansea Bay University Health Board](#) I still love what I do and am grateful for the opportunities I have had to work more widely in teaching, training and supporting the surgical profession. Thank you to everyone who has helped me along the way"*

- We have seen an increase in reactions on Linked in to our vacant posts
- Medical Workforce Team met with the BMJ (British Medical Journal) and we have been chosen to be part of a 1-month free trial campaign on Linked in. We have put forward Palliative Medicine as an area to focus on.
- The BMJ are also launching a Newsletter and we will appear in the first edition as “Recruiter of the Month”
- 7 senior clinical fellows in T & O (trauma and orthopaedic) appointed to commence in January 2022 to work within the new Orthopaedic Centre at NPTH (Neath Port Talbot Hospital)
- We continue to receive applications submitted via word of mouth from our own employees. Which is an indicator that due to the continuous hard work within the Medical Workforce team and the Service Groups to improve employee experience, that SBUHB is becoming an employer of choice.
- The team are continuing to work with SBW to upload the content for the digital on-boarding system to support this pastoral work. This will allow us to support new employees more effectively from the start of their recruitment journey.
- External Agencies: The team are working with a range of agencies to secure NHS appointments and have been complimented by the different agencies on how the team support new doctors and turn-around times for processing the required pre-employment checks in the same way as all Health Board Medical appointments.
- Continuing to meet with service groups with Medacs to re-launch the Managed Service and ensure a robust booking process is in place for ad-hoc locums.
- The Team are also supporting several specialties to create different opportunities for junior doctors to create their own job or possible rotation, to recruit and retain staff.
- Working closely with Junior Doctor Representatives to improve recruitment experience for Medical Staff.
- Received accolade from Royal College of Orthodontic Surgeons that our consultant recruitment process and paperwork were exemplary
- Locum Consultant appointed to the Forge Centre.
- Working with the Accommodation Department to provide a robust process to ensure timely turnover for overseas doctors who require accommodation to create greater capacity to provide an equitable approach to the provision of hospital accommodation.
- Working with Service Groups to ensure that the Fatigue and Facilities Charter is embedded which will help with the recruitment and retention of medical staff.

The Health Board has been notified of an inspection around its compliance with the Welsh language standards by the Welsh Language Commissioner. Whilst it is appreciated the Health Board needs to improve its compliance in line with legal requirements, the standards can pose a risk to medical and overseas recruitment. We have worked very hard to deliver agile medical recruitment, which is most definitely yielding positive results, and the need to translate all documentation will inevitably slow this process down. There is also evidence that including the need to speak Welsh will be off putting for doctors who were not born or live in Wales. This has been the subject of a frequent conversation when Careers fairs were held in other parts of the UK. Work is underway to understand fully what is required and if there is any possible mitigation.

3.3 Branding and Attraction Project

As previously reported the outputs from the staff focus groups carried out by SBW (the company appointed to assist with our recruitment branding) along with other feedback that came from the focus groups has now been used to develop a unique brand concept for the Health Board which encompasses what staff have said about why they chose to work and remain working at Swansea Bay Health Board and was endorsed by Management Board.

The work with SBW continues and below are a couple of examples of the shots that they have been produced following the recent photoshoots at NPTH, Margam Park and Caswell, which will be used on the website as well as other advertising tools.



Next steps now include –

Internal photography showing staff at work, with the aim of getting this complete this side of Christmas. As well as photos of our estate, to be used within the recruitment site.

An initial hero video concept and possible hub films, giving us an example of the direction they would take, and we can then decide if you're happy with approach

Animation development including work on an initial storyboard concept for the 3-year transformation animation. In order to showcase the direction the HB is taking as part of our attraction concept.

3.4 Recruitment and Retention Group

The group met at the end of September to discuss further the draft retention plan which has so far been drawn together into one place and as previously reported this overview highlights that there are many retention activities in place across the Health Board which had previously not been highlighted. Heads of Professions have been reminded that they need to feed specific profession retention activities into the plan to ensure we capture all activities in operation across the Health Board. The group are still awaiting to absorb the details of the deep dive report into turnover in order to test the three retention areas that have been suggested as the focus for the group. These being:

- Mentorship/buddy scheme for new starters.

- Stay interview framework
- Feed into management experience and development the critical importance they play in good staff experience and engagement.

There is a strong likelihood that the group will include flexible working into its focus for retention as this seems to be critical issue. This turnover report is now available and will be on the group's agenda for December's meeting.

Also since the last meeting members of the group have met with staff from Hywel Dda to discuss their "Thinking of Leaving" process which is aimed at avoiding people who have for some reason become unhappy in their work and have started to consider an exit from the organisation. The outputs of this meeting will be discussed at the groups December meeting with a view of how we can take a similar approach forward.

4. GOVERNANCE AND RISK ISSUES

There are risks associated with the lack of supply of the relevant workforce including continuity and quality of care. Risk are emerging for overseas candidates in that Visa applications are slow due to the Ukraine war.

5. FINANCIAL IMPLICATIONS

There are financial risks associated with the lack of supply of the relevant workforce and the costs of cover. Overseas recruitment is expensive.

6. RECOMMENDATION

Members are asked to **NOTE** the recent activity and updates in our recruitment and retention agenda.

Governance and Assurance											
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability		Securing a fully engaged skilled workforce		Embedding effective governance and partnerships		
							x				
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources				
							✓				
Quality, Safety and Patient Experience											
A sustainable workforce is key for the quality of patient care.											
Financial Implications											
There are financial risks associated with the lack of supply of the relevant workforce and the costs of cover. Overseas recruitment is expensive.											
Legal Implications (including equality and diversity assessment)											
Not applicable											
Staffing Implications											
To reduce current vacancy levels and secure a robust and sustainable workforce model											
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)											
Not applicable											
Report History		Sixth report in this format									
Appendices		None									