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Swansea Bay University
Health Board



Meeting Date	30 March 2023	Agenda Item	4.1
Report Title	International Nurse Recruitment		
Report Author	Lynne Jones, Head of Nursing Education & Recruitment		
Report Sponsor	Gareth Howells, Director of Nursing & Patient Experience		
Presented by	Gareth Howells, Director of Nursing & Patient Experience Debbie Eyitayo, Director of Workforce		
Freedom of Information	Open		
Purpose of the Report	The purpose of this paper is to provide an update to the board on international nurse recruitment within Swansea Bay University Health Board		
Key Issues	<ul style="list-style-type: none"> ▪ Nursing workforce profile ▪ Recruitment and retention challenges ▪ Band 5 nursing vacancies ▪ International nurse recruits - cost, training and support ▪ To recruit a further 350 overseas nurses £4.756m of central investment is required in 2023-24. This investment will produce an estimated £1.5m of cost savings on Bank and Agency (B&A) expenditure for Service Groups in 2023-24. In future years the net cost savings is estimated to be some £8.4m per annum (additional £12.6m of overseas nurse salary cost compared to £21.0m of B&A expenditure based on an 80% fulfilment rate). 		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Note/receive the update on International Nurse Recruitment within SBUHB • Note the plan to recruit a further 350 Band 5 nurses to contribute towards the reduction in temporary staffing costs 		

International Nurse Recruitment

1. INTRODUCTION

This report provides an update to the board on the current activity and progress made with the recruitment of qualified nurses from overseas to fill Band 5 registered nursing vacancies within Swansea Bay University Health Board. The report also describes the nursing workforce profile within the health board and across Wales.

2. BACKGROUND

Recruiting to Band 5 nurse vacancies with substantive staff remains a high priority for the Health Board in achieving effective patient care and building towards a high quality organisation. Recruitment of overseas nurses is now a key and essential part of the health board nurse recruitment strategy. Whilst there has been some progress with closing the Band 5 vacancy gap the vacancies are bigger than local and UK wide recruitment can fill and the recruitment of overseas nurses is set to continue.

In addition to the savings made by filling posts with substantive staff and reducing expensive agency costs, there are significant non-financial outcomes and benefits that this recruitment brings. These include:

- Increased quality and safety of care to our patients
- Increased morale amongst current staff who feel more supported
- Continuity within teams and increased productivity
- Improved health and wellbeing of core staff thus improving attendance rates
- Improved retention
- Greater ability to supervise junior staff and provide mentoring to students
- Greater diversity in the workplace

Over the last few years, the increased emphasis on compliance with the Nurse Staffing Levels (Wales) Act 2016, has further increased the demand for registered nursing staff in Wales. Scrutiny of safe staffing levels and care hours provided remains high on the political agenda with the Act extending into other areas. We know that we have an ageing workforce profile in nursing, with 1,322 nurses and midwives currently over the age of 51 that could retire very soon or over the next few years. Furthermore, the Covid19 pandemic added increased pressure on our acute services and the recent major service re-design of acute medical services presented additional challenges for the registrant workforce supply.

Registered Nurse supply shortages is a national problem, being partially addressed by increased student nurse recruitment programmes (Nurse training places have increased by 54.3% from 2017 to 2023 in Wales), despite this current forecasts suggest that nationally a shortage still remains.

This is due to a range of factors including early retirement, alternative labour market offers e.g. agency, and an ageing workforce. Most NHS organisations in the UK are investigating ways to mitigate the use of costly agency cover, and increase the supply of Registered Nurses, and the majority are engaged in recruiting nurses from overseas. In Wales a national nursing workforce plan is under development, led by Health Education and Improvement Wales (HEIW).

The aim of the plan is to ensure a sustainable supply of competent, caring, engaged nurses to meet the needs of NHS Wales. All four branches of nursing are to be included in the scope alongside the nursing support workforce. The first phase of work (by March 2023) will focus on the immediate priorities to develop a coherent demand and supply plan for registered nurses and nursing support workers. This will be the foundation of a broader strategic plan, expected to be completed by March 2024.

In 2021 phase 1 of an all-Wales overseas recruitment approach was launched supported by the CNO. SBUHB did not participate in phase 1 as we were already financially committed to a plan to recruit 200 overseas nurses (later increased to 350). Despite not actively recruiting in phase 1 SBUHB have been fully engaged with the process and contributed to various working groups and are now committed to participating in phase 2.

Recruiting nurses from overseas is not new for the Health Board. More than 20 years ago there were significant recruitment campaigns held in the Philippines for trusts across Wales. Many of these nurses are still part of the workforce in Wales having settled with their families in our local communities.

ESR data demonstrates that many of these nurses have progressed into Band 6 and Band 7 positions across the Health board.

In 2020/21 a two-year plan was approved to recruit international nurses and a further plan for 2022/23.

Figures are reflected in the table below:

Financial Year	Plan agreed	Nurses to be recruited	Target Met
2020 – 2021	60 Nurses	60 nurses	Partially met due to pandemic
2021 – 2022	60 Nurses + Top up request of 70	130 nurses	Yes
2022-2023	200 Nurses + Top up request of 150	350 Nurses	On track

The table below shows a summary of the 2022/23 recruitment plan to date:

Number interviewed	Offered/successful	Arrived	Completing checks and awaiting start date
465	317	169	148

Further interview dates are scheduled during March to enable us to reach the required 350 target. The final cohort of 32 nurses for this financial year are due to arrive on 30th March making the year end forecast 201 nurses arrived. The remaining nurses will arrive between April and July 2023.

India recruitment event

In December 2022 a team of senior nurses from the health board went to Kerala in India and successfully recruited 107 nurses. The event was held over four days and 119 nurses were interviewed. The nurses were of a high quality and had experience ranging from 2 years to 15+ years and will be employed in our acute services in Morriston Hospital (89) and theatres (18).

The first cohort of these nurses arrived in February 2023. This was the first in-country event for the health board since 2016 and SBUHB were the only health board in Wales to undertake an event of this type in 2022. Meeting the nurses face to face as opposed to a virtual interview was a much better-quality interview experience and the number of nurses interviewed over a short period was beneficial.

In addition to overseas recruitment the health board main sources of Band 5 registered nurse supply are:

Source of Recruitment	Quantity
Student Streamlining	220 new registrants over 2 x cohorts (March/September)
Local Campaigns	Less than 5 per month recruited from within UK
Health Care Support Worker's with overseas registration	5 per year
Return to Practice	Less than 10 per year
HCSW's undertaking part time nursing degree	Average of 15 - 20 per year

ESR Data reflects a monthly breakdown of Band 5's in post over past 12 months which does not include any overseas nurses as they start in a Band 4 post until their NMC Pin is obtained.

Overseas nurse recruitment process

Nurses and midwives who wish to work in the UK but trained overseas must gain professional registration with the Nursing and Midwifery Council (NMC). Applicants are tested for competence through a two-part process, the Test of Competence (ToC).

- Part one – computer based test (CBT) multiple-choice examination
- Part two – practical objective structured clinical examination (OSCE), held in the UK in one of five test centres

To pass the ToC and join the register, applicants will also have to pass an English language exam: International English Language Test (IELTS) or the Occupational English Test (OET). Four domains are tested: Listening, Reading, Writing, and Speaking.

The Health Board has contracts with two recruitment agency providers – Medacs and HCL Permanent who source nurses for interview mainly from the Philippines and India. Both countries have a surplus of nurses. We also recruit some overseas nurses who apply directly to our Band 5 adverts.

We only interview nurses that have already passed the English language exam and have either passed the CBT or have an exam date booked. The nurses are then deemed ready to undertake the health board training programme for the OSCE exam.

Medacs currently provides the SBUHB with a large number of recruits and they also provide an on boarding service for our direct applicants. If the applicant is successful at interview they are informed via the agency and an offer of employment letter is sent. At this stage the nurse is considered ready to complete pre-employment checks and once we are satisfied that the nurse is fully compliant we can proceed to apply for a Certificate of Sponsorship, allowing the nurse to obtain a visa to come to the UK and work.

Starters / Leavers by Month

Month	Starters FTE	Leavers FTE	Starters (Headcount)	Leavers (Headcount)	Cumulative FTE	Cumulative Headcount
2022 / 03	16.11	-25.35	20	-35	-9.24	-15
2022 / 04	16.63	-22.77	25	-28	-15.39	-18
2022 / 05	18.07	-13.07	22	-15	-10.39	-11
2022 / 06	2.41	-10.60	3	-13	-18.57	-21
2022 / 07	6.97	-11.80	10	-15	-23.40	-26
2022 / 08	7.00	-12.71	9	-15	-29.11	-32
2022 / 09	24.43	-13.06	28	-16	-17.73	-20
2022 / 10	52.13	-14.92	59	-19	19.48	20
2022 / 11	22.35	-9.28	25	-12	32.55	33
2022 / 12	4.61	-12.71	5	-16	24.46	22
2023 / 01	12.21	-12.77	14	-16	23.90	20
2023 / 02	11.56	-9.27	13	-11	26.19	22

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The nurses are offered a permanent Band 5 contract of employment (starting salary £27,055) but initially they are paid a Band 4 salary (£23,949) until they complete the process to receive their UK registration. The whole recruitment process is managed by the corporate overseas nurse recruitment team.

Welcome and support

The nurses arrive on international flights into Heathrow airport and are transported to their accommodation. The Health Board has a supply of hospital accommodation and a contract with an accommodation provider (Student Roost) in the SA1 area of Swansea (40 rooms).

Currently the nurses arriving are all accommodated in “the Student Roost” which works very well in terms of making friends and having support. The accommodation is single rooms arranged in flats and is of a high standard, close to the city, shops and waterfront and has a 24/7 on site assistance service.

Occasionally nurses arrive with family members, and they arrange their own accommodation locally. We do not have any family accommodation to offer and the majority of the nurses arrive on their own and once they are settled in their Band 5 post they arrange for family members to join them.

Many of the nurses have left children and husbands/wives behind. The nurses are asked to move out of the hospital arranged accommodation only when they have settled and commenced in their Band 5 posts. To date all of the nurses have managed to find suitable accommodation to rent with local landlords.

On arrival at their accommodation the nurses are met by one of the corporate overseas nurse recruitment team. They receive a welcome pack and are instructed to join a WhatsApp group so they have access to support if needed which is agreed by Cyber Security.

They commence the health board overseas nurse OSCE preparation programme on the Monday after arrival for a period of four weeks. The nurses are made aware of various support networks available to them and pastoral support is provided by the team of Practice Development Nurses who support them through their OSCE preparation programme. In addition to this initial support the nurses also have clinical and pastoral support from the corporate practice development team when they are working clinically.

The Health Board is committed to inclusion and values the diversity of all cultures. We recognise that making an international move can be daunting and provide as much support and information to help them overcome this. We know that our nurses experience feelings of home sickness and can feel lonely in the first few weeks. Peer support is very important and knowing who they can go to for help. They are also nominated a buddy and a preceptor in the ward or department they are working. Evaluation of their experience demonstrates that overall the nurses feel very welcome and well supported in the health board.

A new international nurse support network is being formed by Workforce and OD colleagues in Morriston and will be extended to include all our overseas nurses across sites. The purpose of the network is to provide support not only related to their roles as registered nurses but also more social type support e.g. living in the area and adapting to their new surroundings.

There are also focus groups and 'conversations' that are facilitated to evaluate their experiences and make changes where appropriate. The nurses also benefit from a bespoke overseas nurse induction programme which is an additional 10 day facilitated programme to enable them to make the transition into their Band 5 posts.

In terms of our retention rate of this group of staff only 3 International Nurses have left Swansea Bay University Health Board in the past two years.

As a Health Board we need to create a climate of inclusion within nursing teams where our overseas nurses can develop and flourish in their roles and seek opportunities for promotion.

Feedback from our Internationally Recruited Nurses

There is evidence of positive feedback from the international nurses who are currently with us in SBUHB:

"I am from a small city which locates in Karnataka. I completed my post-graduation from Rajeel College of Nursing, Hassan. I have worked in orthopaedics, emergency and renal dialysis departments. I belong to a middle class family with two brothers and a child. As everyone dreams about working abroad, since childhood I had a dream to come and work abroad. Wales as I heard and now seen especially in Swansea University HB is good and has many opportunities to the staff nurses and meanwhile the quality of care to the patient is excellent with advanced medical facilitates. I was a bit nervous initially but as soon as I arrived at London Heathrow airport the way they approached and picked up to the Roost accommodation I felt was awesome and I felt safe. I never felt I am in a new place the warm welcome from the members of the team and my team mates is really appreciated."

"I am from Kerala India. I graduated from one of the esteemed universities called the MGR University. I have worked in Surgical Intensive Care Unit for one year in one of the hospitals. My family includes my parents and my siblings. I came to Wales because I became aware that it is one of the best places to live and explore. Swansea Bay University was my first online interview where I could deal with many experienced people. After coming here, I had a good experience. I was well treated by the people over here with proper guidance. I had proper accommodation with good facilitates, even my OSCE training is going well. I had many helping hands nearby."

“I come from Kerala India. I completed BSc Nursing from Christian Medical College, Ludhiana, Punjab, India. I have two years of experience in medical and surgical wards. I chose Wales because there is a lot to see and experience. Other than that Swansea Bay University Health Hoard was my first face to face interview. The interview panel were friendly and co-operative. Now I am experiencing the beauty of Wales. Thanks for the opportunity.”

“I come from India Kerala. I completed my BSc Nursing from the reputed hospital Christian Medical College Vellore and I have 4.5 years of experience in various departments including community health clinical instructor in fundamental of nursing department and staff nurse in medical intensive care unit. Throughout my clinical experience, I was able to deal with different patients with various disease conditions. I chose Wales because it was the first interview I attended face to face, even though I have attended other interviews which were online, I feel much better and comfortable in this face to face interview. The interviewers were so friendly and approachable. All the questions were clinically based. Moreover, I was really fascinated about the beauty of Wales, I have heard from my friends that Wales is the most beautiful place in the United Kingdom. In addition, it is a coastal place where there is a lot of beaches where we can go and relax. All the processing was done in a quick manner and at present I am happy to be here in Wales.”

Workforce profile

The nursing workforce in Wales

Nursing, midwifery and health visiting staff are the largest NHS workforce group, making up 40% of the NHS Wales workforce. At the end of June 2022 there were 22,790 registered nurses employed in NHS Wales. The Royal College of Nursing (RCN) Wales reported in 2022 that the number of registered nurses had increased by 11% since 2012 but this did “not reflect the increase in patient need”.

Nursing is still predominantly a female profession with 90% of nurses on the register in Wales being female. Significant numbers of nurses are approaching retirement age, with 24% over the age of 55 and 38% over 50. The Nursing & Midwifery Council (NMC) register for Wales showed 1,600 nurses joining in the year 2021/22 and 1,401 leaving. Whilst this is an overall gain in the number of registered nurses in Wales the data only confirms the number of nurses with an address in Wales. It does not show how many are actually working in Wales or within the NHS.

Nursing Vacancies in Wales

On 26th January 2023 the Chief Nursing Officer (CNO) for Wales appeared before the Senedd’s Health and Social Care Committee to discuss the challenges facing the nursing profession in Wales. The lack of accurate information on nursing vacancies in Wales is a long standing issue.

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The CNO confirmed that Wales is still the only UK country that doesn't publish data on nursing vacancies. RCN Wales estimates that there are currently at least 2,900 registered nurse vacancies in NHS Wales, and in 2021/2022 NHS Wales spent 140 million on agency nursing.

The CNO said that Health Boards need to understand what will enable agency workers to come back to the NHS and that working conditions as well as pay must be considered. The CNO told the Committee that the ethical recruitment of nurses from overseas might be an effective solution in the short term but Wales needed to become more self-reliant with longer term sustainable plans for the future. Training sufficient numbers of nurses, improving nurse retention, and keeping experienced nurses in the workforce are essential to safeguard the future nursing workforce in Wales.

Nursing workforce profile in SBUHB

Age range

Swansea Bay University Health Board (SBUHB) currently employs 4,187 Registered Nurses and Midwives ranging from Band 5 to Band 8d and an age range of 21 years to 71+ years. Breakdown of age range shows there are 630 nurses and midwives aged between 51 to 55 who could retire very soon or in the next few years, and 702 who are aged 56 and over and could retire at any time (data source ESR 6th March 2023).

Band 5 Vacancies

Of the nursing and midwifery workforce over 50% of registered nurses are in Band 5 Posts. Band 5 vacancies are reported monthly via the Electronic Staff Record (ESR) as shown below.

Service Delivery Group	Band 5 wte vacancies Feb. 2023	Band 5 wte vacancies Feb. 2022
Morrison	226.42	260.22
Mental Health & Learning Disabilities	45.26	50.55
Neath Port Talbot & Singleton	22.28	34.00
Primary Care & Community	18.60	21.05
Total	312.56	332.04

Band 5 vacancies can also be calculated by running a staff in post (SIP) list. Current SIP list (07.03.23) shows the following:

Service Delivery Group	Wte vacancy
Morrison	177.12
Mental Health & Learning Disabilities	47.06
Neath Port Talbot & Singleton	63.40
Primary Care & Community	15.20

Total	302.78
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The decrease in Morriston vacancies and the increase in Neath Port Talbot & Singleton service delivery groups shown in the March SIP list compared to the February ESR report is largely due to staff movement associated with recent service reconfiguration (AMSR).

Turnover and leavers

The main reason cited for nurses leaving the health board is retirement, followed by staff who resigned and gave no reason, relocation, work life balance and promotion. In November 2022 the health board published a detailed report on turnover for the period 1st March 2019 to 31st August 2022.

Overall the headcount turnover had increased year on year with nursing & midwifery experiencing a 40% increase in 2021/22 compared to the previous year. Reassuringly nursing had the largest number of staff opting for retire and return (55% of all retire and return for the recording period).

Leaver data can be useful in helping us forecast our vacancy gap. The below table shows the health board Band 5 Nursing and Midwifery establishment and vacancy gaps – actual for December 2022 and a forecast at specific points - June 2023 and December 2023.

These forecasts are based on cumulative starter and leaver figures for the same period in the previous year taken from ESR, as well as increasing the number of starters in early 2023 due to the residual overseas nurses due to arrive as part of our 2022/23 plan.

N.B These figures do not take into account any increases in budgeted establishment due to annual plan/CSP actions, including AMSR and Theatres plans, which will increase the level of B5 nurse vacancies.

	TOTAL BAND 5	Dec-22 (actual) WTE	June-23WTEs	Dec-23 WTEs
SB UHB	Establishment	2069	2069	2069
SB UHB	Forecast Actual	1835	1900	1915
SB UHB	Actual/Forecast Vacancy position	234	169	154
SB UHB	% establishment filled	89%	91%	92%

Note – the table shows an improving trend overall in Band 5 vacancies across the Health Board. The forecast position of 154 WTE for December 2023 will decrease further as the cohorts of overseas nurses and new graduate registrants take up their

posts. Retention of staff is essential to maintain this trend although we must acknowledge there will always be some staff turnover and a % vacancy gap.

3. Governance and Risk Issues:

Despite the evidence that the vacancy gap is gradually reducing, this is due to our successful ongoing overseas nurse recruitment plan for 2022/23, and should we decide not to continue with this level of activity the vacancy gap would increase as we are unable to recruit sufficient UK domiciled nurses.

We also must consider that a high number of our Band 5 nursing vacancies are within the acute service groups e.g. Morriston Service Group accounts for 75% of the current vacancies. These vacancies invariably require bank and agency cover. In addition new service developments i.e. theatre expansion, may further increase the vacancy gap once incorporated into budgeted establishments.

It is important to highlight the robust process applied by the NMC to enter the UK register and potential risk of not passing the OSCE exam and the delays this causes.

The OSCE has ten stations which assess skills, values, behaviours, and evidence-based practice. There are only five test centres in the UK and currently none in Wales. Due to the national shortage of nurses and the volume of overseas recruitment currently happening in the UK there is huge competition for exam slots and this has increased waiting times considerably, we are in contact with all 5 test centres for availability.

Best case scenario from arrival to gaining registration is 6/7 weeks but currently arrival date to taking OSCE can be as long as 14 weeks which obviously impacts on the nurse moving into a Band 5 post.

If the nurse fails the OSCE they are allowed a second and third attempt which can be taken within 10 days of previous sitting. If the nurse fails a third attempt the NMC will close the application process and the nurse will have to wait 6 months to reapply. In SBUHB we have an overall pass rate of 100% (national data for the UK published in 2022 was 79%). Only three of our nurses have needed a third attempt. The most important factor for success is test preparation and good quality support. It is also important that the nurses have had time to settle and acclimatise before they take the examination.

Once the nurse has successfully passed the OSCE examination and satisfied ID checks the NMC will confirm registration by issuing a PIN (NMC personal identification number). This process of confirmation can take anything from 5 to 35 days which is frustrating for the nurse as they have to remain longer in the Band 4 position. This also results in a delay of filling the band 5 vacancy and increases potential demand for bank and agency costs.

There is a risk that the pipeline of international nurses may become diminished with the amount of overseas recruitment activity across the whole of the UK. Therefore, we need to ensure we offer a good experience to the overseas nurses from interview through to arrival and in their Band 5 posts, and maintain the excellent reputation we have built up over the last few years.

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Non-compliance with Nurse Staffing Levels Act is recorded on the Health Board Risk Register with a risk rating of 20 in December 2022 Datix ID number 1759. Service Delivery Groups also record staffing risks locally and review monthly. Pressures at Morriston and Singleton Hospitals remain high with staff unavailability as much as 40% in some areas mainly acute care medicine/surgery. Clinically optimised patient numbers continue to be high. Non-attendance of agency staff is an increasing risk, and skill mix and staff retention are also contributory risk factors.

4. FINANCIAL IMPLICATIONS

A paper has been submitted to seek agreement to invest in the recruitment of a further 350 overseas registered nurses in 2023-24 financial year to fill vacancies, reduce bank and agency costs, and meet anticipated workforce demands for new service developments e.g. orthopaedic centre, theatre expansion.

The average recruitment cost per nurse is 9k. A breakdown of the costs is set out in the table below:

Placement fee – agency recruited	£2400.00
Placement fee – direct applicant	£1400.00
Overseas agent fee – Philippines only	£440.00
POEA insurance – Philippines only	£35.00
Flights	£650*
Accommodation	£508.00
Support money	£500.00
Miscellaneous travel costs	£255.00
Certificate of Sponsorship (3 years)	£3199.00
Visa	£350.00
CBT exam	£90.00
NMC initial application fee	£140.00
English test (IELTS/OET)	£335.00
OSCE	£794.00

* flight costs can vary hugely depending on time of year and the timing of booking – some flights have cost in the region of £1000.00

In addition to the above costs are salary costs. The nurses are paid a Band 4 salary from arrival until they pass the OSCE and receive confirmation of NMC registration, when they are then moved onto the Band 5 pay scale.

To continue to support the recruitment of circa 300 nurses per annum the following staff resource needs to be maintained:

Recruitment Matron 8a	1.0 wte
Band 7 Practice Development Nurses	2.0 wte
Band 6 Practice Development Nurses	4.0 wte
Band 5 Project Support	1.0 wte
Band 3 Administrative Support	2.0 wte

Summary of current position

The plan for the 350 nurses to be recruited in financial year 2022/23 is on track with 317 offers made by end of February 2023. The remaining nurses will be recruited during March 2023. Of the 317 recruited, 169 nurses have arrived with a further 32 to arrive on March 30th. Although the 22/23 plan was severely affected by visa delays due to the Ukraine situation from April to October, the cohorts are now reaching the target size of 30/32 arrivals per month however the full business case benefits will not have been delivered.

A proposal to recruit a further 350 overseas nurses during 2023/24 with the majority filling vacancies in Morriston Hospital and theatre service developments is awaiting approval by the CEO. If agreed the plan would be to have cohorts of 30/32 nurses arriving every six weeks from April 2023 through to March 2024. This would be dependent on an intensive interview schedule and availability of suitable candidates via Medacs recruitment agency, direct applicants, and participation in phase 2 of the all-Wales Overseas Recruitment project.

5. RECOMMENDATION

The Board is asked to:

- **NOTE** the successful overseas recruitment undertaken to date
- **NOTE** the need for the additional recruitment of 350 overseas nurses to increase vacancy fill and support important new service developments
- **NOTE** the requirement for further investment in 2023-24 and the need to consider this alongside other Health Board priorities

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
Quality, Safety and Patient Experience		
Filling substantive vacancies with overseas nurses contributes to enhanced quality and safety of care to our patients.		
Financial Implications		
Filling Band 5 vacancies will reduce the reliance on Bank and Agency expenditure.		
Legal Implications (including equality and diversity assessment)		
Non-compliance with Nurse Staffing Levels Act (2016)		
Staffing Implications		
The continuation of recruitment of International nurses will help to alleviate pressures within Service Groups with the high vacancy gaps and to provide with sufficient substantive band 5 nurses to deliver safe and effective care. Overall reducing the cost on bank and agency spend and to improve on staff experience and retention.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The Health Board risk register and the COVID-19 risk register sets out a framework for how SBUHB will make an assessment of existing and future risks, and how it will monitor, mitigate, plan to manage and prepare for those risks.		
Report History	None – first submission	
Appendices	None	