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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	17th December 2019	Agenda Item	3.2
Report Title	Medical Recruitment and Retention Plan: Update		
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Report Sponsor	Richard Evans, Executive Medical Director Hazel Robinson, Director of Workforce and OD		
Presented by	Richard Evans, Executive Medical Director		
Freedom of Information	Open		
Purpose of the Report	To set out for the Workforce and OD Committee progress that has been achieved to facilitate the development of a recruitment and retention plan for the medical workforce for Swansea Bay University Health Board and to update progress around any recruitment initiatives.		
Key Issues	<p>The volume of medical vacancies are currently running at an undesirable level which potentially impacts quality, safety, performance, expenditure and staff experience.</p> <p>The following paper provides an update around the work necessary to develop a strategic Health Board wide approach to address this.</p>		
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance
		x	
Recommendations	<p>That the Workforce and OD Committee notes:-</p> <ul style="list-style-type: none"> • Progress with recruitment to all levels of the medical workforce • That to date there is little work around retention for the medical workforce • PA emerging plans 		

MEDICAL RECRUITMENT AND RETENTION PLAN: UPDATE

1. INTRODUCTION

To set out for the Workforce and OD Committee updated progress around any recent recruitment initiatives.

2. BACKGROUND

Issues associated with the recruitment of the medical workforce has become a regular item on the WOD committee agenda.

3. PROGRESS

Medical and Dental Establishments

We know that corporately the establishments are set but once devolved to Delivery Units, they are further devolved to each Service Manager and this may therefore bear no resemblance with the establishments held corporately as long as they do not exceed the financial envelope.

The Morriston Delivery Unit has agreed to examine how this can be managed more effectively. Depending on what is achieved, it may be possible to extend this to the remainder of the Health Board as well as providing much needed information to inform the Health Board's Medical Recruitment and Retention Plan. This work is still ongoing.

Recruitment and Retention Plan

The Committee has previously considered a table of thirty seven different initiatives covering both recruitment, retention and medical staff experience. This is currently being condensed to a more streamlined number of initiatives to be pursued. It should be noted, however, that the extent of this work is still resource dependant.

Some of the initiatives however included in the table are already being actioned:-

Initiative	Comment
BAPIO Scheme 2018	10 offers made (this has reduced due to the boundary change) 3 doctors have started in post with 2 due to start by end of January the remaining 5 are still in process of obtaining IELTS etc.
BAPIO Scheme 2019	25 doctors allocated to the HB and Medical WF are currently liaising with departments and doctors to enable offers of employment to be made
Increase the relocation package for overseas doctors from £1k to £5k in line with BAPIO scheme	Complete
Work with Medacs permanent recruitment arm to help fill hard to fill posts to replace longer serving locums	Ongoing with some success
Explore the benefits of over establishing rotas to fill gaps more effectively to reduce locum costs	Ongoing and pursued by certain specialties with some success

Optimise the HB's relationship with the BMJ to enhance our position in the market	A Hub has been delivered for the Health Board on the BMJ website and work is ongoing to enhance this. Monitoring of credits is continuing due to some departments wishing to place full page advertisements which requires a higher number of credits
Executive Medical Director developing a new innovative role for junior doctors to work between the Health Board and University to pursue qualifications not related to medicine which may attract candidates	In development

The Committee should note that thus far the emphasis has been on recruitment. So far no initiatives have been pursued specifically around retention or medical staff experience. As stated previously this work is still resource dependant.

International Recruitment Update

The update over the last three months is as follows:-

- The HB had three doctors start in post; one in Medicine in Morriston, one in Paediatrics in Morriston and one in Neonatology in Singleton.

The update over the next three months is as follows:-

- One doctor due to start in Mental Health NPT from the BAPIO 2018 allocation.
- One doctor due to start in Mental Health, Garngoch from the BAPIO 2017 allocation.
- One doctor due to start in Neonatology, Singleton from the BAPIO 2018 allocation.

From the 2018 allocation the HB are also on course to employ the following doctors:-

- Two doctors for Medicine (one Morriston, one Singleton)
- One doctor for Neonates (Singleton)
- Two doctors for Trauma and Orthopaedics (Morriston)

The 2019 the BAPIO recruitment drive took place between 28th October until 4th November interviewing in Delhi and Chennai. The HB put forward a number of posts across various specialties and sites and have had twenty five doctors allocated to them. The Medical Workforce team are currently liaising with Clinical Directors, Clinical Leads and Service Managers to confirm offers of employment.

There were a high number of doctors deemed suitable for appointment at interview in a number of specialties however these would require initial employment at Junior Clinical Fellow level. If the Health Board were to consider recruitment of these doctors, at risk of over establishing departments, they could be offered an International Fellow contract for a longer period of time with a view to train to a Senior Clinical Fellow level. These doctors would not be recruited on the Medical Training Initiative Scheme (College sponsored for a Tier 5 Visa) but would be sponsored by the Health Board on a Tier 2 Visa and may be required to take sit the PLAB language test.

Consultant Recruitment Update (please see appendices for current vacancies)

During the month of November the HB has failed to appoint to the following posts:-

Specialty	DU	Status	Nos of times advertised
Emergency Department	MDU	Re Advertised	Twice

General Update

At the June Committee progress was reported around recruiting to consultant posts in Pathology. Below is the most recent update:

Histopathology

- The department appointed two Consultant Histopathologist/Chair/Reader at the AAC on 15/10/2019.
- The overseas Doctor referred to in the previous paper (put forward by the Pathology Group) failed to request his visa in the time allocated by the Home Office. The department chose not to pursue the appointment. The Department have since appointed another overseas Locum who is aiming to on-board in January. They have also offered another six month post to an overseas Doctor and the HB are awaiting his decision.

Radiology

- One Medacs consultant commenced on the 26th November 2019.
- Two AACs are planned on the 14th January 2020 and 4th February 2020

Trauma & Orthopaedics

- Job Descriptions for four posts are currently with the Regional Advisor for sign off. The College was chased last week. The AAC has been arranged for 3rd February 2020. The agency locum has left and the department have back filled with a locum willing to pick up the shifts on an ad hoc basis.

Medicine

- One long term Medacs Locum Consultant currently in Geriatric Medicine. Concerns have been raised by both Medacs and Medical HR as the doctor booked is competent at Registrar level rather than consultant and is not able to provide full consultant cover despite being paid a consultant rate. The department have confirmed after advertising the post three times on Trac that they wish this post to be put on hold. Medacs are currently looking for replacement CV's and permanent CV's.

General Surgery

- No Agency locums working in long term posts

Oncology

- Of the Two International Locum Consultants recently appointed through Medacs and Kaizen Recruitment, the Medacs doctor commenced on 7th November and the other is still aiming to on-board in January.
- Several additional requirements out with Medacs to support either via agency locum or substantive recruitment. Medacs have submitted one substantive CV for middle grade which has been CV screened and invited for interview and another CV at consultant level which has been screened and also invited for

interview. At present due to the level of gaps driven by a high number of the existing workforce being less than Full Time, if the middle grade and the consultant are appointed this would not enhance the establishment to a satisfactory level in order to serve notice on the agency locums.

- In order to reduce one of the high cost locums, Medacs are going out for a Specialty doctor /associate specialist who could act up into a locum consultant post, working sessions within Colorectal and Sarcoma which should allow a significant reduction on one of the current gaps.
- Department are still looking to create an advert with the BMJ with generic narrative to attract as many candidates as possible in order to capture as many doctors looking to work on various tumour sites.

Haematology

- Department are currently reviewing CV's received from another Agency. The current NHS Locum Consultant is leaving after his six month contract expires on 9th January 2020.
- Currently two long term Agency locum consultants in post, one below cap and one breach. One further vacancy at Consultant level is out for agency locum support. As part of the collaborative work currently being undertaken between Medacs and Medical HR they have met with the department to discuss recruitment options on 10th September 2019 with a follow meeting booked for the 22nd November 2019, however the meeting had to be rescheduled. Medical HR/Medacs are awaiting an updated Job description and Royal College approval from the department as the old job description included the Princess of Wales Hospital within the narrative.

Junior Doctor Update

Morrison

Trauma & Orthopaedics

- Interviews for four Junior Clinical Fellow (JCF) posts were held this week and candidates were of a high standard and so the four doctors will be offered employment. There are also two posts at a Senior Clinical Fellow (SCF) level and the department have shortlisted three candidates with the interview being held on 12th December 2019. The department also appointed two BAPIO MTI's from the 2018 initiative one of which is due to start in December. There have been two doctors allocated from the 2019 BAPIO initiative at JCF level, this will require a different route of entry to the UK and Medical HR team are awaiting confirmation of whether the doctors will accept the offer. Based on onboarding and Visa's, the forecast for the existing two agency locums will be February 2020, however the doctors will exit earlier if the above aforementioned doctors start earlier.

Medicine

- There is one vacancy remaining at Morrison Hospital which Medacs have provided an appointable candidate and the department are currently in discussion regarding the finding fee etc. The Fee has now been agreed and the candidate has been offered the post. The deliberation took too long however and the doctor has accepted a post in England.

General Surgery

- The vacancies are currently only until February and the Medical HR department are awaiting confirmation from the Deanery of the allocated doctors. Information received to date indicates there are no vacancies.
- However, there is a potential problem for the higher training rota as currently two vascular trainees participate on the general surgery rota but the Deanery have notified the department that one of these posts will have a trainee at ST4+ which will require them to work on a vascular only rota. Therefore discussions with the Deanery and department are taking place to consider the impact to the rota and service.

Emergency Medicine

- The agency locum has been exited as the health board appointed into the vacant JCF post.

Neath

Medicine

- Four ST1 agency locums in post to the 31st January 2020. Two substantive specialty doctors via Medacs are due to start in December 2019 and January 2020 which will allow the exit of two of the agency locums. The additional two locums will remain as they are being funded via 'winter pressure' monies due to an increase in workload. Focus will remain on the remaining two locums in order to exit once the winter pressure funding has expired or the locum is no longer required.

Singleton

Paediatrics

- Appointed two SCFs via Medacs who will start in January & February. One Medacs locum still in situ whose rate is a breach of the WG rate card. Outstanding gaps within the rota remain due to less than Full Time working patterns and a trainee working normal working days only. A clinical teaching fellow post is being interviewed next week which if successful, along with the two Medacs, will give three additional full time doctors to the rota in the New Year. The existing agency worker at present will still remain as the establishment will still have less than full time doctors.

Medicine

- There are no current vacancies however, in February there will be one JCF which the Medical HR Team will facilitate to advertise. One Agency locum in situ that is due to terminate on the 13th December 2019.

Mental Health

- There are numerous long term Medacs locums across the service due to multiple issues with delays in shortlisting and scheduling of interview dates. No feedback to Medacs CV's submitted either. Medical HR and Medacs were due to meet the department in November along with Finance to review recruitment strategies and timelines against actions agreed at the previous meeting however the meeting got postponed. The meeting has been rescheduled for 13th December 2019.

Attached as Appendix A and B are a comprehensive account of all the vacancies at junior, middle and Consultant level as at November 2019.

Facilities and Fatigue Charter

The BMA and the Welsh Employers Confederation are in the process of agreeing a Facilities and Fatigue Charter for junior doctors. This will set out best practice in terms of rest periods when doctors are rostered and aims to provide them with optimum facilities to improve their staff experience. This, it is hoped, may assist in the recruitment of junior doctors and will be a key plank in our approach to help retaining this workforce.

Physician Associates update

Some progress has been made recently. The Morriston Delivery Unit agreed to extend the contract of one Physician Associate as it was about to expire. There was due to be a meeting scheduled for 27th November where Aneurin Bevan would have presented to senior leaders in the Health Board to share their journey. Unfortunately this was cancelled and is being rearranged for 2020.

4. RECOMMENDATION

That the Workforce and OD Committee notes:

- Progress with recruitment to to all levels of the medical workforce
- That to date there is little work around retention for the medical workforce
- PA emerging plans

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 checked="" 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 checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
A sustainable medical workforce is key for the quality of patient care.		
Financial Implications		
There are financial risks associated with the supply of the medical workforce and the costs of locum. There will be some costs involved in implementing the medical recruitment and retention plan. These will be identified as the agreed elements of the plan are developed.		
Legal Implications (including equality and diversity assessment)		
Not applicable		
Staffing Implications		
To reduce current vacancy levels and secure a robust and sustainable medical workforce model		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Not applicable		
Report History	Fifth Report in this format	
Appendices	Appendix A Junior and Middle Grade Vacancies at November 19 Appendix B Consultant Vacancies at November 19	