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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	30th October 2019	Agenda Item	3.2
Report Title	Medical Recruitment and Retention: Update		
Report Author	Sharon Vickery, Assistant Director of Workforce and OD		
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 on 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 <i>(please ✓ one only)</i>	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 • Physician Associate 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 as it presents a major area of risk to the Health Board.

3. PROGRESS

Medical and Dental Establishments

Corporately medical 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 whilst difficult is key to us delivering **grip** and developing a comprehensive recruitment and retention plan.

Recruitment and Retention Plan

The Committee has previously considered a table of 37 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	21 offers made
BAPIO Scheme 2019	Agreement that the Health Board (HB) will participate in the 2019 round. This will take place in November.
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	Signed off by the Exec Team in September and has been implemented. This is proving very popular and the credits as part of the package are going very quickly. We may need to charge the DUs for full page adverts to make sure that that the package serves the whole HB
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.

General Update

International Recruitment Update

The update over the last 3 months is as follows:-

- The HB had three doctors start in post; one Medicine in Morriston, one Paediatrics in Morriston and one 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 on course to employ the following doctors:-

- Three doctors for Medicine (2 Morriston, 1 Singleton)
- One doctor for Neonates (Singleton)
- Two doctors for Trauma and Orthopaedics (Morriston)

Onboarding overseas doctors can take a long time. The doctor needs to pass either the IELTS or OET test (Language tests) before they can apply to be registered by the GMC. These tests are difficult and it can take multiple attempts before they achieve the required scores. They also have to deal with a number of delay introduced by the Home office to secure their right to work in the country.

The 2019 BAPIO recruitment drive will take place between 28th October until 4th November interviewing in Delhi and Chennai. The HB has put forward a number of posts across various specialties and sites. Results will be circulated to the Clinical Directors, Clinical Lead and Service Managers as soon as available.

Consultant Recruitment Update

Over the last three months the following consultant appointments have been secured.

	Interviews	Specialty	DU	Appointed
	03/07/2019	Anaesthetics (Paediatrics x 2 posts)	MDU	1
	08/07/2019	Palliative Medicine	SDU	1
	09/07/2019	Anaesthetics (General x 2 posts)	MDU	1
	09/07/2019	Anaesthetics (Regional)	MDU	1
	15/07/2019	Learning Disabilities	MHU	1
	17/07/2019	Surgery (Colorectal)	MDU	1
	19/07/2019	Haematology (Locum)	SDU	1
	06/08/2019	Cellular Pathology	SDU	1
	08/08/2019	Radiology (Locum - Medacs permanent recruitment)	MDU	1
	09/08/2019	Neurology/Senior Lecturer	MDU	1
	12/08/2019	Plastic Surgery (Locum)	MDU	1
	05/09/2019	Cardiology (Locum)	MDU	1
	18/09/2019	Mental Health Caswell Clinic (2 posts)	MHU	2
	19/09/2019	Clinical Oncology (Locum-Agency Perm recruitment)	SDU	1
	30/09/2019	Plastic Surgery(Locum)	MDU	1
	02/10/2019	Paediatrics Respiratory(Locum)	SDU	2
Totals	Interviews 16		3 X DU's	Appointment 18
	9 x AAC's 7 x Locum		9 x Murrison 5 x Singleton 2 x Mental Health	

Over the last three months the HB has failed to appoint to the following posts:-

Specialty	DU	Status	Nos of times advertised
Intensivist	MDU	0 Applicants	Advertised once currently being Re – Advertised closing on 08/10/19 with 2 potential candidates
Neurophysiology	MDU	0 Applicants	Advertised 5 times – last twice at top of consultant payscale-dept reviewing
Orthopaedic Surgery	MDU	6 candidates invited to interview-Only 1 attended and was not appointable.	Advertised once – department currently re writing the JD & PS before going back out to advert.
Pancreatic Surgeon	MDU	2 Applicants – Department didn't feel they were suitably experienced to be interviewed for a substantive consultant post	Advertised once – currently being re-viewed before going back out to advert.
Community Paediatrician	SDU	0 Applications	
Perioperative Anaesthetist	MDU	0 Suitable Applicants	Advertised once – Dept currently reviewing options
Psychiatry (Low Secure)	MHU	0 suitable applicants	Advertised 3 times with 0 applications– post withdrawn by dept.
Psychiatry Adult (Locum)	MHU	1 candidate	Candidate withdrew after offer
Psychiatry Adult (Area 1)	MHU	0 Applications	Advertised 5 times -Currently back out to advert at top of scale closing for 2nd time 22/10/2019
Psychiatry Adult (Area 3)	MHU	0 Applications	Advertised 9 times- currently back out to advert at top of scale for eh 3rd time – closing 15/10/2019

Clinical Oncology (colorectal & urological cancers)	SDU	0 suitable candidates	Advertised once- currently back out to advert – closing 17/10/2019
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Vacancies currently out to advert/closed and planned AAC Panels

Specialty	DU	No of posts	AAC Date
Histopathology/Clinical Academic	SDU/UNI	2	15/10/2019
Ophthalmology	SDU	1	17/10/2019
Paediatrics	SDU	1	22/10/2019
Neonatology	SDU	1	25/10/2019
Urological Surgeon	MDU	1	22/11/2019
Psychiatry Adult (Area 3 Ty Eion)	MHU	1	26/11/2019
Intensivist	MDU	1	27/11/2019
Oncology (Renal Lower GI)	SDU	1	07/02/2020
Radiology	MDU	1	20/02/2020
Clinical Oncology (colorectal & urological cancers)	SDU	1	Waiting to see if anyone applies – 0 to date closing 17/10/2019
Psychiatry Adult (Area 1 Central Clinic)	MHU	1	Waiting to see if anyone applies – 0 to date closing 22/10/2019
Totals	3 x Morriston 1 x Singleton & Swansea University 5 x Singleton 2 x Mental Health	12	9 arranged AAC's

Oncology

- Two International Locum Consultant appointments have recently been made through Medacs and Kaizen Recruitment.
- Appointed Locum Consultant in Medical Oncology (Medacs) who is applying for his Visa October 2019 and is aiming to commence on 1st November 2019.
- Appointed Locum Consultant in Clinical Oncology (Kaizen Recruitment). We are currently awaiting his OET exam result before being able to issue him with his visa.
- Several additional requirements/posts out with Medacs to support either via agency locum or substantive recruitment. Department looking to create an advert with the BMJ to attract as many candidates as possible.

Haematology

- Two long term Medacs locum consultants, with 1 further vacancy at Consultant level. 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. Medical HR/Medacs awaiting updated Job description and Royal College approval from Department.

Radiology

- One International Locum Consultant appointment has been made in Radiology
- One consultant has applied for his Visa and is aiming to commence on the 1st November 2019 – Medacs are currently looking for family accommodation for him and his family.

Histopathology

- At the June Committee progress was reported around recruiting to consultant posts in Pathology. Below is the most recent update:
- Consultant Cellular Pathologist was advertised with a salary at the top of Consultant pay scale £98,515. The HB received one application who was shortlisted. The AAC was arranged for 2nd July 2019, however the shortlisted candidate was not able to attend. The AAC was re arranged and a candidate was appointed at the top of the scale.
- The Doctor which was put forward by Medacs for a Locum Consultant position had to decline due to not being able to obtain a Visa to work in this country. This was disappointing because the HB had been working with Medacs for almost 5 months. Further suitable CV's have been requested from Medacs.
- The Doctor put forward by the Pathology Group for a Locum Consultant position wanted 10 sessions for £105K pa. The Doctor however was offered £105K as a 3 month agency Locum. This Doctor has since been appointed however he had relinquished his Licence to Practice and is now working with the Pathology Group to obtain an independent appraisal in order to satisfy the GMC requirements for his licence to practice to be reinstated.
- The department are interviewing 2 candidates for 2 substantive Histopathology posts in an AAC on 15/10/2019.

The Executive Medical Director is introducing a new Consultant vacancy approval process to ensure that recruitment is aligned to the needs of the clinical service plan

Junior Doctor Update

Attached at Appendix 1 is a comprehensive account of all the vacancies at junior and middle grade level across the HB as at October 2019 following the most recent Deanery rotation in August. This was a difficult rotation in that the Deanery were very late informing HBs and we were only given a few days notice of certain posts in August this year.

The information in this appendix, it should be noted, is an extremely fluid situation and can change daily.

Morrison

Trauma & Orthopaedics

Four Junior Clinical Fellow (JCF) posts currently vacant. There have been issues within the department with a delay in shortlisting on two occasions, which has resulted

in losing candidates who have applied for posts via Trac/NHS jobs. As part of the collaborative work currently being undertaken between Medacs and Medical HR they have met with the department on the 20th September 2019 to look at recruitment options and it was agreed for Medacs to send CV's for review and shortlisting. Medacs have submitted 5 CV's on the 20th September however as the posts were only approved by the vacancy control panel on the 7th October 2019 interviews will be arranged shortly. Medical HR are awaiting the paperwork to be uploaded on to Trac to enable them to re-advertise. If recruitment is successful notice will be served on the 3 long term Medacs locums currently in the department.

There is also a long term Medacs locum consultant within T&O. Paperwork is awaited from the department to enable Medical HR to advertise.

Medicine

JCF interviews taking place on 16th October, 4 posts remaining from the recruitment undertaken over the last few months for 21 posts. Medacs have been asked to provide CV's on 9th October 2019, to be interviewed on 16th October along with the Trac applicants to ensure sufficient candidates are interviewed on the day for the number of outstanding vacant posts.

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 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 3 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

There have been a number of vacancies coupled with a Less Than Full Time (LTFT) doctor who does not cover nights and long term sickness on the middle grade rota. Interviews taking place 24th October, if successful notice will be served to long term Medacs locum.

Medacs have submitted CV's for a locum consultant to cover RTT cases which Medical HR have not been asked to advertise as the requirement is only on a short term basis. Medacs are awaiting feedback from the department.

Emergency Medicine

Long term Medacs locum will be served notice as Health Board recruitment has successfully recruited a candidate and are awaiting pre-employment checks to be completed.

Neath

Medicine

Long term Medacs Locum Specialty Doctor currently working in an ANP gap. Meeting to be arranged to discuss options to move funding to a Medical vacancy instead of ANP due to successful recruitment over the last few months via Medacs and Trac to Senior Clinical Fellow (SCF) and specialty doctor posts.

Two posts being advertised with the Morriston Medicine JCF posts on the 16th October as they cover on-calls at Morriston and Neath for out of hours work.

Singleton

Paediatrics

Interviews taking place 9th October 2019. Interviewing candidates from Trac, Medacs & the BDI Resourcing Agency. If successful then long term Medacs ST4+ locum will be served noticed.

Medicine

Post advertised on TRAC and has been sent to the department for shortlisting, no response as yet so Medical HR have emailed to see if Department wish to appoint to posts with Morrision when the interviews are being held on 16th October 2019. If the department agree then the interviews will include any CV's provided by Medacs as per above, to ensure enough candidates are interviewed on the day for the number of outstanding vacant posts across both sites.

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 are meeting in November with the department and finance to review recruitment strategies and timelines against actions agreed at previous meeting.

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 Morrision Delivery Unit has agreed to extend the contract of one Physician Associate as it was about to expire. An Executive Team paper is being prepared based on Aneurin Bevan's papers to explore if corporate funding could be secured to pump prime the Physician Associate recruitment and retention strategy. There is also a meeting scheduled for 27th November where Aneurin Bevan will present to senior leaders in the Health Board and share their journey.

The Health Board has recently agreed to join an All Wales task and finish group looking at the use of Physician Associates in Anaesthetics.

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	Fourth Report in this format	
Appendices	Appendix 1 Junior and Middle Grade Vacancies at October 2019	

