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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	9th August 2022		Agenda Item	4.1
Report Title	Workforce Recruitment and Retention			
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 Organisational Development Committee of recent recruitment related activity and success of both the Central Resourcing and Medical HR teams. In addition to update the Committee 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	Approval
	x			
Recommendations	<p>That the Workforce and OD Committee notes:</p> <ul style="list-style-type: none"> The updates since the last meeting 			

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
B2 HCSW's recruited and/or supported through PEC's	148	164
Band 5 UK domicile nurses recruited	42 (25 external)	46 (27 external)
Band 5 Nurses from overseas recruited by corporate team via Agency	117	125
Band 5 Nurses from overseas directly recruited by team (instead of agency)	34	48
High calibre applications saved from overseas nurses. 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.	359	434
Assets created to support recruitment activity e.g. info packs, case studies	24	36
Student nurses being/supported through PEC's	189	230

The Resourcing Team continue to recruit Band 2 HCSW's, with activity now picking up across all the hospital sites. 16 (potentially a further 2 pending approval) were recruited during the latest interviews for Morriston. Recruitment is underway for a number of wards across NPT/Singleton and a further round will be completed for Morriston to mop up remaining vacancies.

The team are also supporting with high priority recruitment for Theatres, Band 2's and Band 5's for PACU (NPTSSG) as well as ED who have large vacancy factors to fill at both B2 and B5 level.

In addition the team have put together campaigns to support with hard to recruit areas such as SAU, which will be boosted with the use of social media. Our Health Board Facebook recruitment page has reached almost 80,000 over the past 30 days, double that of the previous month and this has also been able to benefit areas in Facilities, with 1,287 people clicking a post about Hospital Cleaners/Domestic Assistants. A bank of posts have been created and translated ready to support catering who often rely on bank/overtime spend due to receiving few suitable applicants each time a vacancy goes out.

Other key achievements in addition to the activity above

- The team have developed a Recruitment and Retention Sharepoint page for the new Intranet which is full of information and resources for managers as well as created documents hosted here with advice on how to reduce time to hire.
- The team have supported with the recruitment of specialist posts such as a Band 7 Echocardiographer, by developing a visual one-pager about the specialist service in SBUHB as well as information about the local area.
- Supported the promotion of the Head of Physiotherapy post utilising LinkedIn to reach networks across the UK.
- The pre-boarding training that the team developed and received excellent feedback on, has now been recorded and shared with managers across the HB using the Managers Pathway network. It will also be hosted on our new Sharepoint site.
- The team attended a recruitment event at Swansea Stadium on the 1st July which was successful in showcasing a range of vacancies in the HB. Contact details of 43 jobseekers were collected with interests covering admin, HCSW, Estates, IT etc. The event was particularly good for promoting our catering roles which as mentioned, the Facilities department are struggling to recruit to at present and requested support with.
- KPI Data demonstrates a large impact on Time to Hire (Time taken from vacancy creation to unconditional offer), with the Resourcing Team recruits sitting at 57.3 days compared to HB average of 90.1 days (March 22). The team continue to complete shortlisting within 1 day of the vacancy closing, compared to 6.5 days HB average in June and are encouraging Recruiting Managers to do the same by planning ahead.

A bespoke Recruitment Strategy session was designed and delivered to the Allied Health Professionals Heads of Service where lots of ideas were discussed and new techniques to drive their recruitment forward, improving time to hire as well as attracting more candidates to posts.

3.2 Medical Recruitment Update

During the period 1st July 2022 to 19th July 2022, a total of 17 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 on a weekly basis prepares a report for the Chief Executive which is also shared with 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 are asking for additional information from the Service Areas around locums sitting in vacant posts and this information will be included in the weekly report going forward.

Some key achievements include:

- The Oncology department have advertised the first Specialist Grade post within the Health Board, with interviews being held 22nd July 2022.
- 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, we also support Single Lead Employer with the PEC checks, banding information and general queries and facilitate ID badge process for over 150 training doctors starting in August 2022.
- The recent recruitment rounds for Junior Clinical Fellows across different specialties have had many applications submitted via word of mouth from our own employees. This is an indicator that due to the continuous hard work within the Medical Workforce team and the Service Groups to improve employee experience, means that SBUHB is becoming an employer of choice. There has been a significant increase in applications for this level also, with the recent Cardio-thoracic advert receiving in excess of 120 applications.
- Actively supporting EMRTS and ACCS with their recruitment campaigns.
- The team are collaboratively working 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.
- Reviewing all documentation to make it more visibly attractive and user friendly.
- Using the BMJ targeted emailing for Consultant Mental Health Posts, 340 emails being sent to clinicians this week.
- External Agencies: The team are working with a range of agencies to secure NHS appointments and for all posts regarded as hard to fill with recent success in Anaesthetics and Oncology through Kaizen and BDI.
- Meeting with service groups with Medacs to re-launch the Managed Service and ensure a robust booking process is in place for ad-hoc locums.

- Following the “head hunting” approach with Remeidum for the following areas Burns Anaesthesia, Psychiatry and Oncology, they have successfully secured an appointment of a specialty doctor in Psychiatry who we will support through the CESR route.
- 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 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 closely with the central resourcing team to pool ideas, efforts and eradicate duplication.
- 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.
- Designing 89 Less Than Full Time Rotas. Producing these in a timely manner helps ensure trainee experience is a positive one.
- Successfully concluded the SAS choice exercise which involved 51% moving across to new Terms & Conditions.

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. Planning has been underway to include the development of this agreed concept using specific imagery in recruitment materials taken from within one of our hospitals as well our hospital and specific locations within the Swansea Bay area and will feature some of our staff. Unfortunately due to the current Covid restrictions being imposed across our estate the photoshoots for this will be delayed slightly. However, in the meantime work on the design of a dedicated recruitment microsite has commenced and once complete will showcase to potential applicants the opportunities we have to offer and provide specific information of the good work that the Health Board does as well as providing information and what it is like to work and live within the Swansea Bay Health Board area.

3.4 Recruitment and Retention Group

At the recent Recruitment and Retention group the group received a presentation from Sarah Collier, Professional Lead MHL D Psychology outlining the actions that Psychology took to address the vacancy gap that existed within the professional group including actions to improve retention. These actions included increasing Recruitment supply by increasing preceptorship opportunities, increasing Trainee opportunities development of the non-registrant workforce and the Clinical associate Training opportunities. Some of these actions were developed following work undertaken to understand the reasons people were leaving or thinking of leaving and addressing any specific issues identified.

In addition the group discussed the draft retention plan which has so far been drawn together into one place and includes the efforts largely of the WOD Directorate around retention issues. It sets out the Health Board wide initiatives, Service Group plans and further actions to develop the plan.

It was agreed that the areas needed to develop this further will be as follows: -

- Inclusion of the efforts undertaken by Professional Heads and Heads of Departments to ensure that the plan is fully comprehensive.
- Assessment of the work underway to ensure that resources are being deployed optimally and to share best practise across the Health Board.
- Analysis of the gaps to identify further areas for development, which the Recruitment and Retention group will undertake.
- Development of further areas of work based on best practise, research and working with other stakeholders.
- Identification of 3 or 4 priority areas that would be the focus of the group to take forward. This will require some analysis of current data available in order to identify main reasons for turnover.

4. GOVERNANCE AND RISK ISSUES

There are risks associated with the lack of supply of the relevant workforce including continuity and quality of care. Risks 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

That the Workforce and Organisational Committee notes:

- 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		Third report in this format									
Appendices		None									