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Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board



<b>Meeting Date</b>	<b>13<sup>th</sup> October 2022</b>	<b>Agenda Item</b>	<b>3.1</b>
<b>Report Title</b>	<b>Recruitment and Retention update</b>		
<b>Report Author</b>	Guy Holt Associate Head of HR		
<b>Report Sponsor</b>	Debbie Eytayo Director of Workforce and OD		
<b>Presented by</b>	Sharon Vickery Assistant Director of Workforce and OD		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	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.		
<b>Key Issues</b>	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.		
<b>Specific Action Required</b> <i>(please ✓ one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	x		
<b>Recommendations</b>	<p>Workforce and OD Committee to:</p> <ul style="list-style-type: none"> <li>NOTE the updates since the last meeting</li> </ul>		

## 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 <sup>rd</sup> June	Total as of 10 <sup>th</sup> July	Total as of 20 <sup>th</sup> Sept
B2 HCSW's recruited and/or supported through PEC's	148	164	207
Band 5 UK domicile nurses recruited	42 (25 external)	46 (27 external)	62 (36 external)
Band 5 Nurses from overseas recruited by corporate team via Agency	117	125	137
Band 5 Nurses from overseas directly recruited by team (instead of agency)	34	48	66
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	457
Assets created to support recruitment activity e.g. info packs, case studies, social media content	24	36	57
Students (Nurses and AHP's) being/supported through PEC's	189	230	291

The Resourcing Team continue to recruit Band 2 HCSW's across the service groups, with the latest round of activity for Morriston being 3 full interview days. The team have also assisted with elements of recruitment for PACU wards in NPTSSG.

Band 5 Nurse recruitment also continues through the means of a centralised 'always-on' advert. We will also be utilising the same approach for Theatres, now that a member of the team has been embedded to support Theatres we will put together a generic theatres advert to ensure we can capture any potential applicants at all times, filtering these and processing them as soon as received to minimise risk of withdrawals, other offers etc.

The team are also supporting other areas – a bespoke recruitment strategy training session was delivered to the Physiotherapy managers with the aim of bolstering their campaigns and speeding up their recruitment. A 2-hour workshop is being compiled to assist with Biomedical Scientist Recruitment which is another area really struggling at present.

The Resourcing Team are also supporting with some senior posts at present including Director of Governance/Board Secretary, and Director of Insight, Communications and Engagement.

#### **Other key achievements:**

- A video campaign was created to support ED recruitment. The advert subsequently received 11 UK applicants (from what we have seen adverts tend to get around 3 UK applicants so this is an above average response.) and 8 were subsequently appointed. We have also recruited a further 8 Nurses for ED through our generic advert since April. This puts ED in a much better position with regards to their vacancy factor.
- The team continue to represent HB at events. Attended the African Community Centre on 29.07.22 to provide guidance on our vacancies and the application process. One of the team attended a Healthcare Recruitment event at the ICC Newport. In addition they attended a Student streamlining event at Swansea University on 21.09.22.
- The team were highly commended at the HB LOV Awards 20.09.22 after being nominated for the Welsh Language Award due to their commitment to utilising the relevant translations in all their public facing work, something which is becoming increasingly important.
- The team will be assisting in the recruitment of 100 WTE Domestic Assistants and are putting together an in-person event to combat some of the usual challenges faced with this recruitment.
- An in country nurse recruitment event in India has been planned for the end of October 22. The aim is to recruit circa 100 Indian nurses from this trip.
- We continue to fully utilise our social media recruitment pages to promote opportunities. In August we reached **28,961** Facebook pages and achieved **5,328** Post engagements (likes/comments/shares)

- We are now also on TikTok. You can find and follow our pages at: [SwanseaBayNHSRecruitment](#) // [RecruitmentGIGBaeAbertawe](#) where you will find some of our first video promotions.

### 3.2 Medical Recruitment Update

During the period 20<sup>th</sup> July 2022 to 22<sup>nd</sup> September 2022, a total of 55 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 ask for additional information from the Service Areas around locums sitting in vacant posts and this information is included in the weekly report.

Some key achievements include:

- Appointed a Locum Consultant Oncologist, with 10 years' experience as a substantive consultant in England within a historically hard to fill area, with a view to offering a substantive post.
- Appointed 3 Salaried Urgent Care GP's.
- Appointed an experienced Consultant Community Paediatrician.
- Specialty Doctor has commenced in post in Haematology.
- 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.
- 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.
- 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.
- External Agencies: The team are working with a range of agencies to secure NHS appointments.

- 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.
- 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.
- 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 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.

### **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. Now that the Covid restrictions have been lifted across our estate the photoshoots these photoshoots are now able to be completed in the next period. A preliminary visit has already taken place in Neath Port Talbot hospital in order to identify areas of the hospital that will be suitable for these shots and dates for the completion of these are being agreed.

In addition work on the design of the dedicated recruitment microsite has continued and specific pages relevant for each staff group are currently being developed with professional groups across the Health Board being involved in providing relevant information for these.

### **3.4 Recruitment and Retention Group**

The group are due to meet 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. It was also agreed that the group needed to identify 3 or 4 priority areas that would be the focus of the group to take forward and this would require some analysis of current data available in order to identify main reasons for turnover. The group now awaits the outputs from the deep dive into staff turnover and will use this analysis to help with this next stage of the plan.

#### **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**

That the Workforce and OD Committee notes:

- The recent activity and updates in our recruitment and retention agenda.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	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"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	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 checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<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"/>
<b>Quality, Safety and Patient Experience</b>		
A sustainable workforce is key for the quality of patient care.		
<b>Financial Implications</b>		
There are financial risks associated with the lack of supply of the relevant workforce and the costs of cover. Overseas recruitment is expensive.		
<b>Legal Implications (including equality and diversity assessment)</b>		
Not applicable		
<b>Staffing Implications</b>		
To reduce current vacancy levels and secure a robust and sustainable workforce model		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
Not applicable		
<b>Report History</b>	Fourth report in this format	
<b>Appendices</b>	None.	