



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	13 April 2021	Agenda Item	3.3
Report Title	Nursing Workforce Analysis, Recruitment and Retention		
Report Author	Lynne Jones, Head of Nurse Education		
Report Sponsor	Christine Williams, Interim Director Of Nursing & Patient Experience		
Presented by	Christine Williams, , Interim Director Of Nursing & Patient Experience		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to provide an analysis of the current nursing workforce in Swansea Bay University Health Board. The paper outlines the nursing workforce profile, vacancies per band, recruitment challenges, risks and mitigation.		
Key Issues	Band 5 nursing vacancy gap Staff retention Age profile of nursing workforce		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> NOTE 		

Nursing Workforce Analysis, Recruitment and Retention

INTRODUCTION

The purpose of this report is to provide an analysis of the current nursing workforce in Swansea Bay University Health Board. The paper outlines the nursing workforce profile, vacancies per band, recruitment challenges, risks and mitigation

Workforce profile

Age range

Swansea Bay University Health Board (SBU HB) employs 4,053 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 626 nurses aged between 51 to 55 who could retire very soon or in the next few years, and 677 nurses who are aged 56 and over and could retire at any time (Table 1).

Table 1

Age Band	Headcount	FTE
21-25	238	231.43
26-30	419	385.54
31-35	493	442.75
36-40	464	410.51
41-45	489	447.38
46-50	647	590.52
51-55	626	569.85
56-60	428	330.74
61-65	220	150.23
66-70	27	17.90
>=71 Years	<5	1.00
Grand Total	4,053	3,577.86

Pay Band

Over 50% of the nurses are in pay band 5 with a further 25% in pay band 6. The majority of these nurses are employed in frontline clinical roles. Band 7 nurses are key clinical leadership roles. Band 8 and above include clinical and non-clinical managerial/leadership roles at a senior level (Table 2).

Table 2

Pay Grade	Headcount
Band 5	2152
Band 6	1113
Band 7	643
Band 8A	127
Band 8B	33
Band 8C	16
Band 8D	<5

Turnover & Leavers

The nursing and midwifery turnover rate and leavers for previous 24 months is shown below (Table 3). The 2019 – 2020 period has accounted for staff leaving due to Bridgend boundary change.

Table 3

Date	Turnover	Numbers of leavers
1 st Feb 2019 – 31 st January 2020	8.27%	374
1 st Feb 2012 – 31 st January 2021	8.76%	350

The main reason cited for leaving in both years is retirement (around 120 per year), followed by staff who resigned and gave no reason, relocation, work life balance and promotion.

Vacancy position

The February 2021 Nursing & Midwifery vacancy position reported via ESR is below (Table 4).

Table 4

Band 5	253.53 wte
Band 6	30.95 wte
Band 7	17.82 wte
Band 8A	2.38 wte
Band 8B	1.56 wte

Band 8C	0.00 wte (over established 2.50 wte)
Band 8D	2.00 wte

The Band 5 Registered nurse vacancy is the greatest risk to the organisation and accounts for significant spend on temporary staff via bank and agency. The Band 5 vacancies are spread across the HB with the largest vacancy gap in Morrision Hospital (Table 5).

Table 5

Delivery Group/hospital site	Budgeted Establishment wte	Vacancies wte	% gap
Morrision	1119.15	209.46	18.7%
Singleton	352.88	0.93	0.003%
Neath Port Talbot	114.90	10.08	9%
Primary Care & Community	185.73	20.85	11%
Mental Health & Learning Disabilities	305.05	25.16	8%
Other – union & occ health	3.81	1.41	37%

Note – Band 5 nurse recruitment remains a challenge in Singleton medical wards, the overall vacancy position is low as areas in paediatrics, neonates and maternity are reported as over established.

The Band 5 wte vacancy trend is shown below (Table 6).

Table 6

Jan 2019	N/A	Jan 2020	322	Jan 2021	260
Feb 2019	N/A	Feb 2020	329	Feb 2021	253
March 2019	N/A	March 2020	337	March 2021	242
April 2019	N/A	April 2020	303		
May 2019	307	May 2020	293		
June 2019	324	June 2020	294		

July 2019	344	July 2020	309		
Aug 2019	355	August 2020	318		
Sept 2019	360	Sept 2020	320		
Oct 2019	368	Oct 2020	297		
Nov 2019	312	Nov 2020	254		
Dec 2019	315	Dec 2020	245		

Band 5 Recruitment

Recruiting to Band 5 nurse vacancies with substantive staff remains a high priority for the Health Board in achieving effective patient care. Whilst the Health Board has been making sound progress with local recruitment campaigns; and there are some signs of improving retention rates in some areas, the gap in acute Units remains bigger than local recruitment can fill and across the UK there remains a shortage of qualified nursing staff.

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.

Registered Nurse supply shortages is a national problem, being partially addressed by increased student nurse recruitment programmes, but current forecasts suggest that nationally a shortage still remains. Most NHS organisations in the UK are investigating ways to mitigate the use of agency, and increase the supply of Registered Nurses.

The Health Board current sources of nurse supply are:

- Local campaigns and local advertising/social media to recruit experienced nurses
- Student Streamlining (2 cohorts a year)
- Return to Practice (approximately 15 nurses per year)
- Overseas recruitment
- HCSWs supported to undertake part time degree in nursing (grow your own initiative)
- Internationally educated nurses working as HCSWs within SB UHB and are supported to attain NMC registration

As a result of our high vacancy factors and other factors such as the Nurse Staffing Levels (Wales) Act, sickness; annual leave and patient need; costs associated with premium agency have increased and this looks set to continue into the future. The additional winter pressures also impacted on our overall nursing capacity. This has been further impacted recently by the

Covid19 pandemic and the need to provide extra nursing resource due to activity levels and increased staff absence.

New Registrant Nurses

Education commissions

The table below summarises the number of commissioned nursing students agreed by Welsh Government for 2021/22 and those commissioned over the past 3 years:

Table 7

Course Title	Ed Com. 2018/19	Ed Com. 2019/20	Ed Com. 2020/21	2021/22 (WF Plans)	2021/22 - HEIW Recommendations
Adult Nursing	1,210	1,216	1,400	2,452	1,540
Child	154	154	154	232	175
Mental Health Nursing	330	330	356	657	410
Learning Disability Nursing	77	77	77	145	77
Total Nursing	1,771	1,777	1,987	3,486	2,202

The following table summarises changes in commissioning for all healthcare programmes from 2020/21 to 2021/22:

Table 8

Specialty	2020/21	2021/22	% increase
Adult Nursing	1400	1540	10%
Mental Health Nursing	356	410	15%
Child Nursing	159	175	10%
Learning Disability Nursing	77	77	No increase
Midwifery	161	185	15%
Radiotherapy & oncology	22	26	18%
Dietetics	52	60	15%
Physiotherapy	164	174	6%

Paramedics	52	75	44%
Clinical Psychology	29	32	10%
Healthcare Science: STP	32	37	17%
Healthcare Science: STP/BMS	24	25	4%
Advanced Practice	£1.5m	£2m	33%
HCSW/work based learning	£2m	£2.5	25%

Commissioned Numbers Swansea University

SBU HB provides clinical placements for student nurses from Swansea University and in smaller numbers for the University of South Wales. The majority of our new registrant nurses are recruited locally from Swansea University. The intakes of all fields of nursing have seen year on year increases as shown below (Table 9). There has been an overall 60% increase in numbers from 2015/16 to 2020/21.

Table 9

Swansea University – College of Human & Health Science							
Year	15 - 16	16 - 17	17 - 18	18 - 19	19 - 20	20 - 21	21 - 22
Nursing							
Adult – Sept.	168	175	225	220	230	255	271
Adult - March	80	95	95	116	123	137	146
Mental Health	61	74	71	88	86	96	107
Child	22	23	31	33	33	40	46
Total	331	367	422	457	472	528	570

Student Streamlining

The NHS Wales Shared Service Partnership (NWSSP), in agreement with NHS Wales Health Boards and Universities across Wales have developed a job matching process under the Student Streamlining Scheme. The scheme encourages student nurses trained in Wales to be employed in Wales and to eradicate non value added activity through a streamlined transactional process.

There are three main aims of the scheme:

1. To get the right students, with the right values and right skills in the areas of need at the right time.
2. To provide enhanced opportunities for students to stay and work in Wales upon graduation.
3. To create an environment within NHS Wales whereby students feel more aligned with Welsh Services, the Welsh agenda and secure jobs to stay in Wales.

Student Nurses no longer need to submit multiple applications via NHS Jobs to secure their first job in NHS Wales after graduating. This has removed the pressure of applying for, and being interviewed for multiple jobs and allows students to indicate their preferred specialties and locations in one application form.

The scheme commenced three years ago and SBU HB has been fully engaged with the process and it is now accepted as the way we recruit student nurses within Wales. Recruitment phases are twice yearly and current recruitment yields approximately 200 new registrants per year consisting of all fields of nursing. There is a separate process for the recruitment of midwives. The student streamlining process is being rolled out to therapy professions in 2021.

Overseas Nurse Recruitment

The Health Board has been recruiting nurses from across Europe and overseas countries since 2015 (Table 10). Initial recruitment (2015/16) was restricted to Europe but later expanded to include countries outside of the EU. The EU nurse retention rate was very poor, with most leaving the HB before completing 3 years of service. Exit interviews were conducted to see what support could be offered to encourage them to stay. Many were young Europeans who were attracted to other areas in the UK (mainly London and Bristol) or they returned home after failing to pass IELTS after many attempts. The retention of nurses recruited from outside of the EU is much better.

Table 10

Recruitment 2015 - 2019	Recruited	Still employed	Resigned	Transferred to Cwm Taf UHB
EU nurses	194	32	152	10
Overseas	78	62	6	10
Recruitment 2020 - 2021				
Overseas*	36	36	0	N/A

***The overseas nurses are from the Philippines, India, Africa and the Caribbean.**

A two-year plan (690k per annum) to recruit a further 120 overseas nurses has been approved. Recruitment is via HCL Permanent Recruitment agency and the interview schedule commenced in January 2021. The nurses will arrive in cohorts of 8 and following a 10-day period of quarantine will commence the HB OSCE 5-week programme. The nurses benefit from a relocation package and are paid a Band 4 salary whilst undertaking their

OSCE training. Once the OSCE exam is successfully passed they are issued with their NMC PIN and commence their Band 5 posts. The OSCE programme has 100% pass rate and the nurses evaluate the programme and the welcome they have to the HB very well.

The financial benefits of recruiting overseas nurses to our nurse vacancies was identified in a recent review by KPMG as a recommended opportunity going forward. They estimated that for every 40 overseas nurses recruited we would save in excess of £900k per annum in variable pay after payback. This was on the assumption that the recruited nurses replace 30 agency shifts and 10 bank shifts.

Additional to these projected savings, there are significant non-financial outcomes and benefits that this recruitment will bring. These include:

- Increased substantive staff available reducing reliance on a temporary workforce
- Increased quality and safety of care to our patients
- Reduced requirement for bank and agency usage
- 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

'Grow your own' initiatives

Flexible pathway to nursing

HEIW (formerly WEDS) commissioned the development of a part time pre-registration nursing programme in 2017. This programme allows HCSWs employed in Health Boards across Wales to access pre-registration nursing degrees in all fields (Adult, Child, Mental Health and Learning Disability) over a 3 or 4-year period (depending on entry level) whilst remaining part time in employment. The programme equates to 22.5 hours per week and HEIW fund salary costs of the HCSWs for 16 hours per week with the remaining 6.5 hours funded by the employing HB. These part time degree places are now part of the commissioned numbers on an annual basis and SBU HB are able to fill all of the allocated commissioned places. The nurses are matched to a suitable post on registration and are contracted to work for the HB for a minimum of two years. We currently have 58 HCSWs undertaking the part time degree with Swansea University (49), University of South Wales (2) and the Open University (7).

Internationally Educated Nurses

It was identified that within the HB we had a number of staff employed as Health Care Support Workers (HCSW) who had international nurse registration from their country of origin. With the right level of support, these nurses have the potential to attain UK Nursing and Midwifery Council (NMC) registration and to fill some of our registered nurse vacancies. A profiling event identified 26 HCSWs who were eligible for the pathway of support. Unfortunately meeting the NMC English Language requirements (IELTS or OET) has proved to be a barrier and despite support many failed to pass to the required level. However, four

HCSWs have now successfully attained registration and are in Band 5 posts and a further six have come forward to ask for support to undertake the OET.

Assistant Practitioners – Band 4

Employers are increasingly developing their support worker workforce to meet future service needs along with financial and workforce challenges. To support this the NHS Wales Skills and Career Framework for Healthcare Support workers provides a governance framework to inform the career development of the healthcare support worker workforce in NHS Wales from Level 2 to Level 4.

The Band 4 Assistant Practitioner is a role that can help employers to have the flexible mix of skills required to meet complex patient needs, whilst enabling registered practitioners to deliver what they have been uniquely trained for. The role occupies a unique position where post holders will be able to deliver more complex interventions than health care assistants, but will be able to undertake specific tasks delegated from registered practitioners. In principle these tasks would be more simple and /or routine and could be performed safely with training and agreed protocols and supervision. In turn, this enables the role of the registered practitioner to be maximised and to spend proportionally more of their time on more complex needs that require their specialist skills.

The role can assist organisations to deliver high quality, patient centred care in a variety of settings using a high level of skills, developed through both experience and training. Assistant Practitioner roles support the development of the healthcare support worker roles career pathway to registered professional roles, whilst also supporting employers where there are shortages of registered staff, but opportunities to use highly skilled non-registered staff to deliver elements of care. The role of the Assistant Practitioner does not replace that of the Registered Nurse, but forms part of a spectrum of nursing and caring roles in practice. It is not a NMC regulated role like the Nursing Associate role in England and there are no plans currently in Wales to introduce the Nursing Associate role.

In the Health Board the Assistant Practitioner role has been introduced into wards in Singleton Hospital and Neath Port Talbot Hospital. There are currently seven Assistant Practitioners in post, one under offer, and three more shortlisted for interview. Recruitment to this post has resulted in a very small number of applicants who meet the criteria to fulfil the role. As a result of this a new initiative was developed in partnership with Swansea University and a pilot cohort of nine Trainee Assistant Practitioners (Band 3) were recruited onto a new 12-month programme in January 2020. Out of the nine trainees only two remain on the programme, the other seven have either withdrawn themselves or been withdrawn due to academic failure. The success of the programme may have been impacted by the Covid pandemic, however there are no plans to recruit further trainees at present until a full evaluation has been undertaken of the pilot programme. Successful recruitment to the Assistant Practitioner role is dependent on available HCSWs with the right level of academic qualification to meet the person specification. SBU HB has developed many HCSWs up to this academic level but the majority of these are choosing to apply for the pre-registration nursing degree as they meet the entry requirements and there are now more flexible options available to study.

Pharmacy Technicians

The administration of medicines on hospital wards has always been the responsibility of a Registered Nurse. Numerous reasons contribute to the poor practices seen with regard to medicines administration, including:

- Difficulty in recruiting nursing staff.
- Shifts being understaffed resulting in nurses not having sufficient time to dedicate to medicines rounds and patient care.
- Employing bank staff who may be unfamiliar with Health Board practices.
- Increasing demands of the medication round with many patients having complicated medicines regimens and polypharmacy.

One method of reducing the work burden on nurses would be to relieve them of some daily duties. With a prudent healthcare approach, being ward-based, having a familiarity with medication and daily contact with patients, pharmacy technicians are considered well-placed to administer medications to patients.

In 2018, following a successful pilot, the Health Board supported the development of pharmacy technicians to provide a technician supported medicines administration process on wards at Morriston Hospital. After a 12-week training programme the pharmacy technician was signed off as competent in the administration of oral medication by a nurse mentor and lead pharmacist. The scheme has been rolled out in Morriston with five posts in establishment, covering five wards. The main barrier to further expansion of the service is a lack of technicians, e.g. currently working with a 30% vacancy rate at Morriston over the last 6 months and although position is gradually improving the numbers of pharmacy technicians being trained is an issue.

The role has been very well received by wards and also provides a high level of job satisfaction, so aim is to expand this initiative as and when able, and introduce on other sites.

Nursing Efficiencies - Grip and Control

During Quarter 3 of 2020-21, the nurse staffing levels came under increasing unprecedented pressure due to the COVID-19 pandemic. Due to the escalating workforce constraints, the Health Board's Corporate Nurse Staffing risk register score was updated from 20 to a score of 25. To assess and control the workforce constraints, a daily rostering report was created, and the Nursing workforce planning meetings were increased to a daily reoccurrence from November 2020-January 2021.

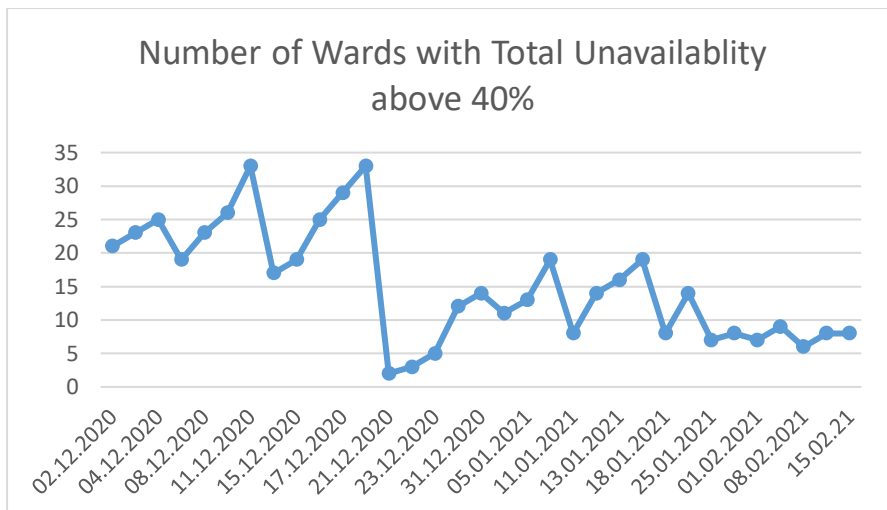
The Daily Workforce Nurse Staffing meetings were established and chaired by the Interim Director of Nursing & Patient Experience or nominated deputy to focus on any key issues (hotspots) regarding Nurse staffing levels across all Delivery Groups and support any immediate measures and solutions required.

The factors highlighted below brought an added pressure and risk to the staffing levels within the Service Groups, especially acute adult areas:

- Green pathway urgent and cancer surgery continues in Morriston and Singleton
- Outpatient department areas remain open

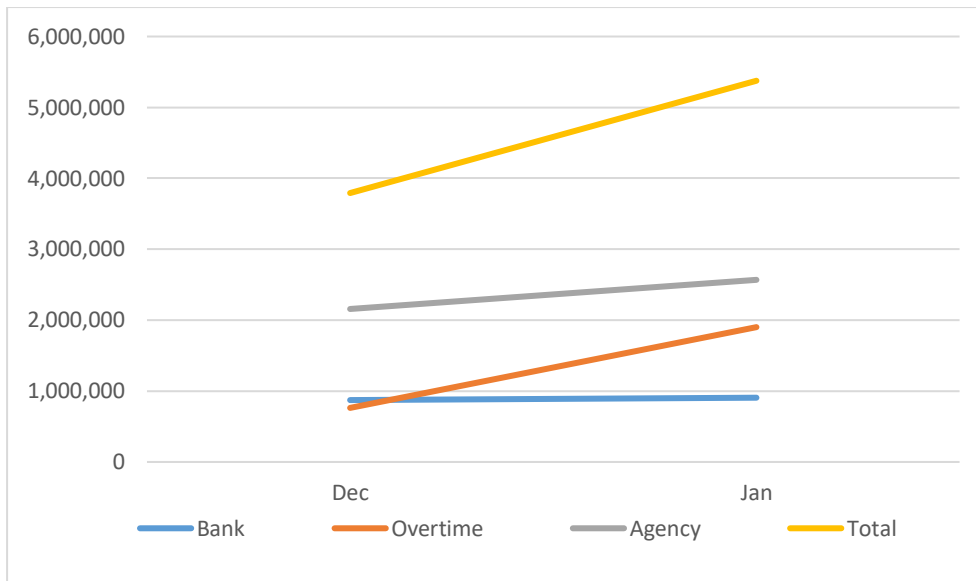
- Winter pressures have shown that the Health Board has increasingly reported level 4-risk status in its acute hospitals.
- Wards are full which has reduced the availability of staff for deployment
- During the peak of the second wave, surge and extra capacity was opened across the Health Board where the availability of staff allowed.
- Throughout the pandemic, there has been a high number of staff absenteeism due to COVID positive and Track & Trace.
- Staff fatigue increased and concerns for the Well-being of the staff have been raised.
- Evidence from the Daily Rostering Report shows a high bank and agency use of over 50% for 1 or 2 wards. There has also been a high number of wards running with total unavailability above 40%.
- Nursing and Medical students remain in their capacity of students
- Care homes are fragile due to staffing deficits and therefore requiring support from Health Board staffing within the Community.

The below graph demonstrates the total unavailability of nursing staff from December 2020-February 2021.



Graph 1

The below table shows the monthly Expenditure for Bank and Agency staff and staff overtime from December 2020-January 2021



Graph 2

Graph 1 shows the unavailability of staff from December 2020 to February 2021, and Graph 2 shows the total expenditure for staff overtime, bank and agency use from December 2020 to January 2021. The graphs show a correlation between the increase in expenditure for staff overtime, bank and agency and a reduction in the staff unavailability across all sites.

Throughout quarter three of 2020, the requirement and expenditure for Bank and agency staff increased due to the second phase of the COVID-19 Pandemic and the staff were required to meet the needs of the organisation and maintain safe staffing levels in line with the Nurse Staffing Levels (Wales) Act 2016, staff overtime was also required.

Due to the improving position of the availability of the nursing workforce, the meeting has now been reduced to twice weekly. Monday focuses on Nurse Staffing and Wednesday focuses on Grip and Control of Nurse rosters.

A Roster Headline report is presented at both meetings highlighting Bank & Agency Usage, Unavailability, deployment of staff and any other key issues. The Delivery Groups complete a daily staffing tool which is discussed as part of the meetings. Roster Scrutiny meetings have been re-established across the Deliver Groups to review the roster efficiency against the Key Performance Indicators set within the Health Board's Nurse Rostering policy.

Due to the improving situation evidenced above the Health Board Nurse Staffing Risk Register has now reduced to a risk rating score of 20 in line with the Delivery Group reductions.

The purpose of the Grip & Control Work stream which is one of the Nursing Efficiency Transformation Projects is to draw upon the benefits of the implementation of the E-Rostering system for Nursing and Health Care Support Workers in the Health Board. This will enable the organisation to have better real time visibility of where Nursing pressures exist in clinical environments. This project will support work that will contribute to helping the Nursing Workforce to be resourced in line with operational requirements and expectations around the Act.

A key priority of the project is to maintain the highest possible standards of Care, Quality and Safety. The project will also improve monitoring and reporting of rostering efficiency in line with the recommendations in Lord Carter's "Unwarranted variation in productivity and efficiency" Report 2016. The project will also aim to identify where financial benefits can be achieved. This will be achieved by increasing the visibility and effectiveness of nurse rostering.

The E-Rostering team continue to provide support to the Delivery Groups to maintain live rosters and roster training has continued via Microsoft teams.

The Nursing Efficiency Programme is now being reassessed with new baselines for the project plan, with the aim of moving forward with the tasks that were placed on hold and continuing with the project ambitions and goals.

Bank and Agency

The HB mitigates the risks associated with staff shortages through the use of bank and agency. As a result of our high vacancy factors and other factors such as the Nurse Staffing Levels (Wales) Act, sickness; annual leave and patient need; costs associated with bank and agency nurses have increased and this looks set to continue into the future. Additional winter pressures also impact on our overall nursing capacity and this has been further impacted recently by the Covid-19 pandemic and the need to provide extra nursing resource due to activity levels and increased staff absence. The data below shows the wte bank and agency utilisation for the HB for the six-month period June 2020 – December 2020 and comparative date for the same period in the year previously which was pre-Covid.

June – Dec 2020

Row Labels	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
HCSW	161.28	194.39	283.52	274.48	304.46	276.1	270.92
Agency	2.51	2.46	3.4	6.16	1.12	1.03	9.91
Bank	158.77	191.93	280.12	268.32	303.34	275.07	261.01
Registered	199.11	222.74	236.85	237.14	255.5	284.14	286.37
Agency	144.68	160.66	168.87	172.47	174.31	174.73	150.87
Bank	53.18	58.99	66.06	62.6	75.34	74.73	57
Non Contract Agency	1.25	3.09	1.92	2.07	5.85	34.68	78.5
Grand Total	360.39	417.13	520.37	511.62	559.96	560.24	557.29

June – Dec 2019

Row Labels	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
------------	--------	--------	--------	--------	--------	--------	--------

HCSW	224.32	231.33	257.64	240.45	235.92	247.78	216.66
Agency	34.46	28.59	15.1	20.42	17.44	14.78	17.14
Bank	189.79	202.74	242.49	219.97	218.42	233	199.52
Non Contract Agency	0.07		0.05	0.06	0.06		
Registered	223.36	224.07	222.25	221.41	240.64	256.26	227.83
Agency	159.02	162.72	159.24	158.35	171.8	192.2	166.79
Bank	57.76	59.35	58.89	58.65	62.97	59.78	51.88
Non Contract Agency	6.58	2	4.12	4.41	5.87	4.28	9.16
Grand Total	447.68	455.4	479.89	461.86	476.56	504.04	444.49

Attraction, Recruitment and Retention – key activities and incentives

There are a number of activities and incentives in place to attract, recruit, develop and retain nurses in SBU HB. These include:

- Influencing a year on year increase in numbers of nurse training places in partner universities through the education commissioning process.
- Full engagement with the student streamlining process to maximise the number of new registrant nurses available from universities in Wales.
- New registrant nurse induction programme – *Pathway to Professionalism* – supported by robust preceptorship and clinical supervision during first 12 months in post.
- Proactive recruitment of nurses returning to practice from the time they commence the programme – selection, interview, bank post and Band 5 offer
- Recruitment events – attendance at national events and our own HB recruitments days/evenings to showcase and attract applicants locally and from outside of Wales.
- Dedicated recruitment information and resources on SBU HB internet - use of social media via Facebook and twitter
- Significant investment in the educational preparation of HCSWs to enable entry onto nursing degree programmes
- Generous overseas recruitment package - now focusing on nurses from countries like the Philippines and India where we know the calibre of nurses is good and retention is high. The HB has an excellent OSCE training programme with 100% pass rate.
- Appointment of a Corporate Matron for Recruitment to lead on nurse recruitment initiatives and develop a strategy for retention – new 2 year fixed term post from 1st April 2021.
- Further development of Band 4 Assistant Practitioner roles - recruitment to areas identified as suitable for this post to be a key part of the nursing team.

- The HB offers many opportunities for the development of its nursing workforce through in-house management and leadership programmes and formal educational qualifications at Swansea University via the post registration education contract.
- Funding from HEIW is fully utilised for the development of Advanced Practitioners, extended skills and Non-Medical Prescribing.
- Rotational posts for new registrants and flexible retirement opportunities for nurses at the end of their career that can still make a valuable contribution

1. FINANCIAL IMPLICATIONS

Not applicable to this paper

2. RECOMMENDATION

1. Development of a nursing recruitment and retention strategy
2. Monitor nurse vacancies so recruitment initiatives can be targeted appropriately
3. Undertake some focussed work on the 'hot spot' areas where vacancies are hardest to fill or turnover is high
4. Evaluate the experience of our new registrants and overseas nurses to ensure ongoing support and development is available to them and we retain them
5. Further development of HCSW pathways to ensure 'top of licence' working and flexible opportunities into nursing degree programmes and Band 4 roles
6. Develop new ways of recruiting until face to face events can resume – better use of social media and virtual engagement

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 checked="" 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		
Sustainability of the nursing workforce is essential to the quality, safety and experience of our patients.		
Financial Implications		
The paper is informative with no request for financial support		
Legal Implications (including equality and diversity assessment)		
Not applicable		
Staffing Implications		
Main risks identified in the paper are the Band 5 vacancy gap in acute care areas and the risk associated with age profile of nurses		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Report History	Presented to Nursing & Midwifery Board on 30 th March 2021	
Appendices	None	