



Meeting Date	11th April 2023	Agenda Item	4.1
Report Title	Recruitment and Retention update		
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 OD 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's 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
	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 those recruitment activities since inception.

Activity	Total as of 20 th Sept 22	Total as of 8 th Nov 22	Total as of 18 th Jan 23	Total as of 21 st Mar 23
B2 HCSW's recruited and/or supported through PEC's	207	216	246	283
Band 5 UK domicile nurses recruited	62 (36 external)	70 (31 external)	78 (36 external)	81 (39 external)
Band 5 Nurses from overseas recruited by corporate team via Agency	137	170	301 (includes 110 recruited from in country India recruitment event)	316 (includes 110 recruited from in country India recruitment event)
Assets created to support recruitment activity e.g. info packs, case studies, social media content	57	68	84	103
Students (Nurses and AHP's) being/supported through PEC's	291	298	298	298

Current KPI's

Below is a sample of current KPI's comparing SBUHB averages versus the CRT. All data is based on Health Care Support Worker (HSCW) KPI's and is based on the latest average of last 12 months

Average Time taken from vacancy creation to conditional offer

HB	CRT
48.79days	34 days

Average Time taken from advertising start date to checks OK'

HB	CRT
73 days	51.75 days

Average Time taken from vacancy creation to unconditional offer

HB	CRT
87.1 days	56.72days

Key activity and achievements

A “new” rolling HCSW vacancy has been live since mid February, this covers all HCSW vacancies across Morriston and NPTS service groups. This approach will minimise the amount of duplicate applications across the service. This is now an ‘always-on’ advert.

Band 5 Nurse recruitment also continues through the means of a centralised ‘always-on’ advert as does our Theatres nurse recruitment, with a specific theatres vacancy live at all times, with applicants being processed as quickly as possible after being received. One of the team is dedicated to supporting Theatres with this activity and have helped recruit more than 25 Theatre/Scrub nurses since taking this approach.

Links are being made with local colleges, to see how we can support health and social care students in finding employment support opportunities.

Recruitment documentation is being produced for Support Services, with a ‘recruitment open day’ in the pipeline for April.

Recruitment documentation is being produced for Speech and Language Therapy, to help promote vacancies within the department.

Specific support provided to Radiology on how they may be able to enhance their recruitment activity by using social media which the team would support. In addition, providing information regarding overseas recruitment and how that could look for Radiology.

Currently researching into using the ‘talent pool’ functionality on TRAC to see if this could have a positive impact of matching applicants with jobs, they have an interest in.

A proposal for the increase of workload in the resourcing team, to include managing all HCSWs and Band 5 nurse vacancies across the Health Board has been produced.

The Resourcing Team continues to support with recruitment to some senior posts, including Director of Strategy, Chief Operating Officer and Service Group Director for

NPTS service group including setting up interviews, stakeholder discussions and board presentation assessments etc.

The team are supporting the campaign to recruit to Band 3 Trainee Assistant Practitioner and Band 4 Assistant Practitioner posts as a result of the proposal to increase our unregistered workforce to offset our Band 5 vacancies in specific identified areas.

3.2 Medical Recruitment Update

During the period 24th January 2023 to 21st March 2023, 23 new appointments were secured to the Health Board. The number of adverts will exceed this number as some posts received no applicants and so are re-advertised, sometimes on several occasions or Doctors withdraw from post following being appointed.

The team continue to report to the Chief Executive and 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. The team are working with SBW for targeted recruitment for Anaesthetics and Mental Health Consultant posts.

Some key achievements include:

- 337 Increase in Linked in followers
- Appointed 1 locum and 1 substantive consultant in Gastroenterology
- Appointed 1 substantive consultant in Hepato-Pancreatico–Biliary Surgeon
- Appointed 1 Substantive Consultant Urologist
- Appointed 1 Specialist Grade in General Medicine Neath Port Talbot hospital
- Appointed 1 Specialist Grade in Palliative Medicine
- Appointed 3 Senior Clinical Fellows in Anaesthetics
- Appointed 1 substantive Specialty doctor in Radiology Neuro head and neck post
- Appointed 2 Specialty Doctor CESR for Emergency medicine
- Appointed 1 Non Resident Consultant in Obs & Gynae post
- Appointed 2 GP with Special interest in Palliative Care
- Excellent response to the Junior Clinical Fellow in General Medicine advert
- Ongoing discussions with Mental Health in relation to the hard to fill posts – Full Page Generic advert in the BMJ went live on 18th February to signpost individuals to vacant Mental Health posts – receiving a number of enquiries from potential candidates
- Good engagement from our Consultant Vacancy of the Week post on Linked In for Anaesthetics. The post included the following text :- *“Swansea Bay is a great place to work and live. From beautiful beaches, hills to expansive greenery. Swansea Bay HB is expanding and modernising its services. Come and join a fantastic, supportive team and be part of making a real difference.*

Please contact me for any further information. I would be more than happy to answer any questions informally.”

3.3 Branding and Attraction Project

Two days of photoshoots took place in March to capture images of varying members of staff from a whole range of staff groups. These images will be used for images on our new recruitment website as well as for other recruitment assets and feature in future recruitment campaigns. A few of the images taken of members of our staff have been provided below as an example.

The recruitment website is now in build phase and the draft site is due to be shared with us for sign off at the end March at which point the site will be fully translated to conform with Welsh Language requirements and made live.

Once launched we will be using various media to promote our new brand with the aim of attracting increased numbers of applicants to Swansea Bay.



3.4 Recruitment and Retention Group

The groups focus has been on retention most recently. They have identified the four Retention areas that would provide the focus of the group. These are as follows: -

- Mentorship/buddy scheme for new starters.
- Stay interview framework
- Feed into management experience and development the critical importance they play in good staff experience and engagement.
- Improving flexibility for staff

Four task and Finish groups (T&F) have now been set up with membership from across the R&R group as well as additional membership as appropriate to ensure operational and professional input. The scope and expectations of these groups has been agreed and at the most recent meeting in March each T&F group feedback on initial activity and progress with an expectation that quick wins (actions that can be implemented within 3 months) should be identified.

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 OD Development Group 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	Eighth report in this format
Appendices	None