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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	14th February 2023	Agenda Item	3.1
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 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	Members are asked to note the recent activity and updates in our recruitment and retention agenda.		

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 10 th July 22	Total as of 20 th Sept 22	Total as of 8 th Nov 22	Total as of 18 th Jan 23
B2 HCSW's recruited and/or supported through PEC's (pre-employment checks)	164	207	216	246
Band 5 UK domicile nurses recruited	46 (27 external)	62 (36 external)	70 (31 external)	78 (36 external)
Band 5 Nurses from overseas recruited by corporate team via Agency	125	137	170	301 (includes 110 recruited from in country India recruitment event)
Assets created to support recruitment activity e.g. info packs, case studies, social media content	36	57	68	84
Students (Nurses and AHP's (allied health professionals) being/supported through PEC's	230	291	298	298

Band 2 HCSW (healthcare support worker) recruitment quietened over the Christmas, with service groups focussing on recruitment to other areas, but this is quickly picking back up, with adverts scheduled for particularly for Morriston (general) who now are reporting large numbers of HCSW vacancies.

The team has also been supporting Morriston with some HCSW recruitment for AMSR. 12 further HCSWs were recruited specifically for AMSR (acute medical service redesign) in early December.

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 in excess of 20 Theatre/Scrub nurses since taking this approach.

Our Resourcing team manager left to take a post in the private sector at the end of November and we have undertaken a successful recruitment exercise to find a replacement.

Other key achievements:

- The team continue to consult with various teams on how they can improve their recruitment and communications. This has included the Medical Education Team and Career Development Team last month.
- We fully utilise our social media recruitment pages to promote opportunities and respond to requests to support with promoting hard to recruit posts. In November we reached the Facebook pages of **38,927** people and achieved **6,070** post engagements (likes/comments/shares)
- 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 continue to support developing content for the B4 Assistant Practitioner posts in advance of the anticipated recruitment, including case studies to promote the roles to potential applicants, as well as the benefits.
- In an effort to engage with people who might consider moving or working in a new location, we are putting together first hand stories from people who have moved to the area and fallen in love with it! These can be used on our social media pages and also featured on our new recruitment microsite which is under development.

3.2 Medical Recruitment Update

During the period 11th November 2022 to 23rd January 2023, a total of 17.4 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 or Doctors withdraw from post following being

appointed. This work is key to support the medical staffing needs of the Health Board's Recovery and Sustainability plan 2022/23.

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.

Some key achievements include:

- 268 new followers for LinkedIn
- 2 applications received for Consultant gastroenterology post which has previously been hard to fill.
- Appointed a locum Consultant Oncologist specialising in sarcoma and melanoma due to start 1st March 2023 via the Agency BDI
- Appointed substantively to Consultant in Elderly Care due to commence in summer 2023
- Appointed a further 4 Salaried GPs to the Urgent Primary Care team
- Continue to attract and receiving high volume of applications for junior posts across various specialties
- Kaizen Agency have provided two Oncology CVs for consideration and initial discussions have gone well and proceeding to arrange interviews
- In discussions with IMG connect in relation to potential Oncology and Radiology Consultant candidates
- Anaesthetics are looking at Middle grade / Specialty Doctor applications via agency
- Appointed 2 GPs with a special interest. to Palliative Care
- Appointed to the Group Medical Director post for Primary Care
- 9 Physician Associates appointed via the All Wales Matching Scheme commenced on 28th November and attended their induction. Feedback from them that they are enjoying their first week and settling in to their new roles.
- Appointed to the Ophthalmic Anaesthetist Specialty Doctor post
- Specialist Grade doctor commencing this week in General Medicine NPT
- Two Haematology CV's received from Kaizen Agency, 1 x Locum Consultant/Specialist Grade and 1 x Specialty Doctor – Department scheduled to have further discussion with both
- Locum Consultant Plastic Surgeon appointed to support service in Morriston/Hywel Dda
- New substantive consultant in Neuroradiology.
- Locum Consultant starting in Ophthalmology.
- Appointed two additional Urgent salaried GPs– boosting and expanding the department number of sessional GPs
- General feedback to the team this week “Great to have someone approachable to come to for queries – help is always appreciated, grateful for our kindness, prompt response times”
- Had good feedback from appointed candidates thanking the Medial Workforce Team for the quick and thorough work following appointments

- Feedback from Service Group thanking us for all our efforts in helping a candidate obtain GMC and right to work. Thanking us for being very helpful and determinedly persistent, our help and guidance proved invaluable. Emails to both Medical HR Assistants thanking them for their support during their time here and they will miss working at Swansea UHB.

3.3 Branding and Attraction Project

The work with SBW our commissioned marketing agency continues. Just before Christmas a number of videos were filmed of staff relaying their experiences of working and living within the Swansea Bay. These will be used on our dedicated recruitment website to showcase positive experiences from existing staff.

The recruitment website will move from design to build in the coming weeks and will then be launched.

We also have some further photoshoots and filming of staff planned but completion of these will not delay the launch of the website as these can be added to the site following launch



3.4 Recruitment and Retention Group

The group met in December specially to be presented with the outputs of the Turnover Deep Dive report and to analyse whether the data from this support the areas previously identified as those that the group would focus on as part of the a Retention plan. These being :-

- 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.

In addition and as a result of discussions with Trade Union colleagues we had also added a further area of

- Improving flexibility for staff

Following group analysis of the turnover data it was agreed that the data did support a focus on these 4 themes and the R&R (recruitment and retention) group is now in

the process of organising a separate task and finish group for each of these themes in order to take work forward. Each group will be led by a member of the R&R Development group.

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

Members are asked to **note** the recent activity and updates in our recruitment and retention agenda.

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	Seventh report in this format						
Appendices	None						