

# People and Culture

Newsletter | Issue 2 | June 2022



Llunio ein  
**Gweithlu**  
i'r Dyfodol  
Shaping Our Future  
**Workforce**

NEWSLETTER COMPILED BY THE WORKFORCE & OD TEAMS

## Welcome to the second issue of the People & Culture Newsletter

### IN THIS ISSUE

- Theme of the Issue: Attract, Recruit & Retain
- The Story So Far: Attract, Recruit, Retain
- Update on a Page



### JONATHAN PRITCHARD

Assistant Director of People Resourcing

### The Ambition

#### To attract, recruit and retain the right people with the right skills.

The ability to deliver high quality, compassionate care is dependent on recruiting and retaining individuals with the right skills, abilities, values and experiences. This has become increasingly difficult following the service pressure and workforce resilience associated with the Covid-19 pandemic.

The past few years has seen a shortage of suitable candidates in many professions, and we need to think differently about how we attract and recruit our current and future workforce. This will include working with social care partners to develop an integrated workforce, promoting careers within our UHB in particular to attract a more diverse workforce which mirrors our local population. We will also improve how we retain, manage, develop, value, and look after the wellbeing of our existing workforce.



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## Attract

There are over 350 different job roles within the NHS, but many of these are unknown to the general public. We will develop a clear strategy for promoting our wide range of job opportunities available by developing a careers information resource. Networks will be developed with schools, universities and local organisations to promote Cardiff and Vale UHB as the employer of choice.

Advertising of jobs and career promotions will be targeted on social and other types of media to ensure we attract the best candidates.

## Recruit

We will work with shared services to explore ways of providing a more streamlined approach to recruitment, within the confines of the NHS Jobs and Trac systems, to ensure we provide candidates with a positive and user-friendly experience.



## Retain

Retaining skilled and experienced staff improves patient experience and the overall quality of patient care.

All organisations require some level of turnover to bring in new talent, but the challenge is to find the right balance across the Health Board.


A Retention Strategy has just been finalised and will introduce a number of key initiatives to identify the key reasons why people leave the UHB. This information can then be used to find solutions help improve retention.

We will also support retention by proactively supporting an older workforce by providing them with more information in relation to their flexible options on their retirement and pension rather than retiring completely from the UHB.



**To see the People and Culture Plan in full please click here:**

**[People and Culture Plan - Cardiff and Vale University Health Board \(nhs.wales\)](https://www.nhs.uk/people-and-culture/people-and-culture-plan-cardiff-and-vale-university-health-board/)**



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# The Story So Far...

## Attract

Promoting the vast range of roles available at all levels within the health board will be a key factor in ensuring the organisation is sustainable and future-proof.

- The newly established People Resourcing team has been busy delivering 18 recruitment events since December 2021. Over 700 people have been assisted with careers advice and many have gone on to find employment with the UHB. The list of events includes the UHB's first recruitment fayre in many years which was held at the Hilton Hotel, Cardiff on 4 May. Over 200 members of the public attended and got careers advice from some of the many professions and job roles being represented there. A total of 130 applications were received and 99 have been appointed as a result of this initiative. The event was such a success, there will be one organised for 14 July and 19 October 2022.
- The Health Board takes pride in taking its social responsibility to all in our community including those who are homeless and out of work. Positive discussions have been held with a homeless charity to identify how the health board can support homeless individuals back into employment. We look forward to updating you further when the project has progressed.
- Engagement sessions with a number of long-term unemployed people to promote work opportunities within the healthcare and to help them grow in confidence. We are pleased to say that voluntary work placements have been offered and are currently being processed. The hope is that these opportunities will lead to paid employment in the future.
- An additional 7 NHS roadshow events have been held in conjunction with Interwork Services at various 'Hyb' locations in the UHB's catchment area where over 200 have expressed interest in job opportunities within the UHB.



**To be kept up-to-date on all the initiatives be sure to follow Cardiff and Vale UHB on social media!**



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- In her executive sponsor role of the protected characteristic of Religion and Belief, Rachel Gidman has been visiting community venues such as local mosques to promote the UHB as an employer to under-represented groups in our population.
- The introduction of the Allocate system has streamlined some of the processes within the Temporary Staffing Bank by providing a software app. to request and work bank shifts. This will create capacity to expand the remit of the team to include and/or increase other staff groups and professions including allied health professionals, facilities and chaplaincy.
- We are in the process of signing up to the 'Step Into Health' commitment aligns the organisation to the Career Transition Partnership who support the Armed Forces community to access the career opportunities available in the NHS. More information is available via the website [Step Into Health](#)
- In response to the Ukrainian Refugee Crisis, the Nursing Hub is exploring opportunities to aid nurses and others who have had to flee their homeland, to secure roles such as Healthcare Support Workers. Once settled, nurses with registration in the Ukraine may then wish to explore registration with the NMC.

This is in addition to our established links with Cardiff Council Refugee Service in supporting refugees from other countries to enrol on the Nursing Adaptation programme to work as registered nurses in the UK.



### Look Out For...

- A refreshed recruitment drive for registered nurses following a number of successful Nursing Hub recruitment events.
- A promotional campaign to attract Cardiff University Students into Healthcare Support Worker bank roles. The processes have been streamlined to support ease of entry into these roles for students to get valuable experience on a ward environment and for the UHB to cover short term absence.



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## Recruit

**Much progress has been made on a number of key projects to diversify our workforce to reflect the population we serve.**

The Health Board has developed a winning partnership with DFN Project Search. DFN Project Search is a one year, employment preparation programme that takes place entirely in the workplace.

It helps young adults with learning disabilities and/or autism across Cardiff and the Vale to gain experience and to develop key employment skills. We send our thanks and well done to the 7 interns who have made a success of their placement working within the Health Board and congratulations to the 2 who have now gained employment with us.

Hear from Alberto and Charlotte, first hand, as they describe the unique contribution that Project Search interns have brought to the organisation by watching the videos below.



Alberto -

<https://youtu.be/Lk3mgfXQQ0U>

Charlotte -

<https://youtu.be/rN5tVZCqjOs>



The scheme has been so successful that we have now recruited a further 10 who will start in September 2022. The new interns will be working across pharmacy, catering, linen and cellular pathology.

**If you think there may be an opportunity for an intern to join your team, please contact Nicky Punter.**

## The Most Successful Kick Start Scheme in Wales!

Due to the current economic landscape as a result of Covid19, many people are out of work. A high proportion of these individuals are young people. The government launched an innovative new Kickstart scheme, giving 16-24 year olds who are in receipt of Universal Credit a future of opportunity by creating high-quality, government-subsidised jobs across the UK. Cardiff and Vale successfully became a direct employer in January 2020.

**"The kickstart scheme can give you this opportunity to get your foot in the door in a setting or speciality, where as you might not have the initial skills to do so."**

The Kickstart placements last for six months, during which the individuals gain extra employability skills and mentoring to help them become successful in gaining long term employment. Cardiff and Vale recruited a total of 162 individuals into the



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organisation, of these, 2 have gone onto apprenticeship schemes, 35 have gained roles within the UHB, 63 are still on the scheme and the remaining 62 have now finished their placements with us.

**"Kickstart gives people a real chance to build a career"**

## The Apprenticeship Academy

Over the past year the Apprenticeship Academy has continued to build some momentum as we recover from the effects of the pandemic. We have successfully recruited a further 8 apprentices and 3 have completed and successfully gained a position within their host department.

Recruitment is currently underway for our Estates, Health Records and Digital teams and adverts will be released shortly on NHS Jobs! We are always looking for new areas where apprentices can make a real difference, if you think that this could be your department, please get in touch with [Emma Bendle](#) to find out more!

Our new recruit apprentices, are appointed based on their self-motivation, drive and ambition to succeed, this has been clear during the interview process and is followed through to their time on the programme. They are hungry to learn and always looking for

opportunities where they can develop or help to improve the service they are supporting. This enthusiasm needs to be encouraged and nurtured and by giving them the opportunity to work and learn at the same time, we are giving them the building blocks for a successful career in the NHS.

To support our current and past apprentices we have established a Future Leaders Network which is initially supported by Rachel Gidman, Executive Director of People and Culture.

This network will provide them with additional support and development to allow them to thrive and become our Leaders of the Future. The idea going forward is that the network will be led by the group and will have the opportunity to shape the agenda.

Existing staff uptake of apprenticeships has grown significantly since the summer of

**"Overall, I loved my time at West Quay, everyone helped push me forward to broaden my ability, and supported me in the process"**

*Rhys Pepper, Primary Care Business Administration Apprentice*





2021 with 236 new starts covering subjects such as management, health, Business Administration and IT Users. During this period we have also had 134 existing staff complete their qualifications.

If you want to find out more about how the apprenticeship qualifications can support the development of you and your staff, please get in touch with [Emma Bendle](#).

## Widening Access

Prior to the pandemic widening access activities such as work experience and careers talks were something that we actively engaged in to support our local school children in finding the careers information that they needed to make informed choices around routes into work and further education.

As we emerge from the pandemic we need to look at how these activities can be resumed and how the service is able to support from a profession specific point of view.

If your service would like to be involved in offering a work experience placement or providing a careers talk to a local school, either in person or virtually, please register your interest with an email to [work\\_experience.uhw@wales.nhs.uk](mailto:work_experience.uhw@wales.nhs.uk).

By delivering these activities we are laying the ground work for our workforce of the future and celebrating the reasons why we are passionate about what we do!

## Overseas Nurse Adaptation Programme

Following approval from the Executive Board, the Nursing Hub has worked tirelessly to recruit 285 overseas nurses will be joining us later this year. This is in addition to the 90 who have been recruited since September 2021. As at May 2022, a total of 272 overseas nurses have successfully passed their OSCE exams enabling them to gain their NMC registration to practice as a registered nurse.

A big thankyou to all those who work as part of the Nursing Hub for their efforts and Learning Education & Development for their support in delivering the training.



Please follow [this link](#) to hear an interview with Nisha Vellaplamuriyl, a successful past student on the Overseas Programme who is now a trainer on the programme. Learn more about the experience of the nurses who enrol and how we can help them to settle and develop.



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## Revamped Application Process for Facilities Vacancies

Recently, major recruitment difficulties have faced facilities departments with low application rates despite having over 100 vacancies. In response to feedback, the application process and form has been adapted to make the experience easier and smoother. This has led to 100 job offers - with 59 new employees already in post. In addition, a number of agency workers have taken up the offer of permanent contracts within the UHB, further reducing our dependence on external agencies. Welcome to all our new employees!



### Did you Know...

Badges like the one below, are worn by newly qualified nurses.

If you spot someone wearing one, please be sure to welcome them!



## Retain

A retention strategy for the Health Board is in the process of being developed.

The emphasis is on reducing turnover of staff by identifying and acting to resolve issues early on to retain valued employees. With this and the delivery on other initiatives, we hope to maintain the engagement and wellbeing of all employees and contribute to a healthy positive work environment for us all.



Although the focus of the past 2 years has been on operational and service pressures caused by the pandemic, a large number of initiatives have been developed and implemented to improve the experience of staff. These include:

- Provision of a wellbeing Retreat to support staff at risk of burnout.
- Programme of staff room refurbishments and hydration stations
- Enhancing leadership and development skills (Accelerate, Collaborate, more ad hoc support for managers)
- Time out sessions for reflection, support and development for clinical teams (medicine teams)

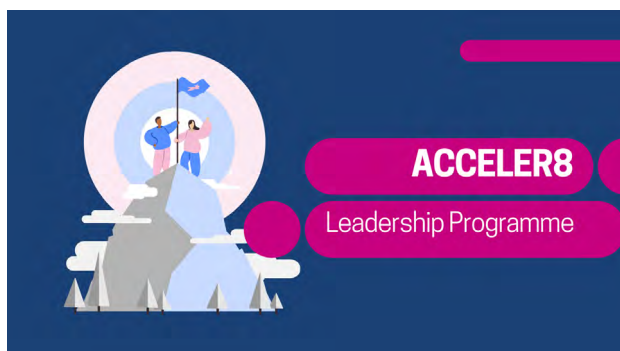


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- Piloting peer support (Schwartz rounds) in Mental Health Clinical Board
- Increased visibility of Wellbeing Teams to support clinical areas.
- Large improvement in recruiting to Band 5 and 6 Nursing vacancies to reduce pressure on ward staff – the vacancy rate was 489 WTE in September 2021, this has reduced to 353 WTE in March and is forecast to reduce to 112 WTE by December 2022.
- MES engagement sessions have taken place, with two on-line events led by the Medical Director and supported by the Assistant Director of OD and Culture. Further action is being developed to address areas of low engagement.
- Approx. 40 coaches are being trained on the ILM level 5 and/or 7 Mentoring/ Coaching programme. 38 coachees, who are Ward Managers and Deputy Ward Managers, have been assigned a coach. A coaching tool has been procured to help coaches and coachees select and manage the relationships.



- 90 managers have been enrolled on ILM level 4 and 5 management apprenticeship programmes in the last 6 months which is a significant achievement in light of the pandemic pressures and a significant increase in numbers.

- Implementation for Allocate health roster has commenced which will improve effectiveness of filling ward shifts.

Some of these initiatives will be explained in more detail in future issues of the newsletter as they sit under different themes of the People and Culture Plan. However contribute to the overall experience of our employees in the workplace and therefore improve retention.

## Royal Recognition

Nicola Bevan, Head of Occupational Health and Employee Health and Wellbeing Services for CAV and CTM received her exclusive invite to the Royal Garden Party after being nominated by colleagues for her commitment to supporting workforce wellbeing during the Covid-19 pandemic. This is an amazing achievement and wonderful recognition of the work of Nicky and the Occupational Health and Employee Well-being teams.



## Wellness Webinars

### Inclusive Inner Wellness Webinars

**Cardiff and Vale Health Board is committed to promoting and supporting the wellness of all its staff.**

Over the next three months, we invite you to join us for a series of Inner Wellness webinars.

For each webinar, you can choose to attend the 10am, 1pm or 3pm session. The sessions will last an hour, including a Q&A session.

**Webinar one: 13th July 2022**  
**Webinar two: 9th August 2022**  
**Webinar three: 22nd September 2022**

Spaces are limited, so make sure you sign up now to avoid disappointment.

Please follow [this link](#) to book a session



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# Update on a Page

Since the first issue of the newsletter, much work has been done across all the themes. Here is a sample of recent activity and what is on the horizon:

## Engaged Workforce

- All employees have been gifted a £5 voucher to be used across the UHB sites. Have you used yours yet?
- To allow us to be more proactive in receiving and responding to feedback, an engagement tool has been procured which will allow regular temperature checks with nursing and HCSW staff groups.
- The much anticipated Staff Recognition Awards will be held on 14th July 2022

## Digitally Ready Workforce

- There has been increased impetus to the roll out of digital technology across the UHB to provide staff with greater access to updated digital technology.
- Following the release of the Agile Working Framework, there is now further exploration into making agile working easier for employees.
- Look out for the promotion of digital training. This includes funded places on MSc, professional qualifications, accredited CPD events, as well as internal digital skills development programmes.

## Excellent Education & Learning



- 20 UHB HCSW have been progressed to interview for the USW flexible undergraduate programme, which is our largest group to date.
- Learning@NHS Wales has now successfully been implemented as the learning platform for UHB specific training. 9 programmes are now available on the platform, we have a total 3,000 active uses and an additional 6 programmes are currently in development.
- Extensive Improvement work being undertaken to work with student representatives to improve student experience on placement in response to significant concerns raised by student nurses.

*This will be the theme of the next issue.*

## Leadership and Succession

- Purchase of a coaching/mentoring platform to facilitate matching and monitoring of activity
- Launch of Acceler8 Senior Leadership Programme, 10 delegates from across the



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UHB with a focus on experiential learning. Two modules of seven delivered so far.

- Development of leadership opportunities linked to wellbeing

## Workforce Supply and Shape

- The e-rostering team have secured funding to expand the team on a recurrent basis which will enable us to accelerate the roll-out of HealthRoster across Nursing and other staff groups, embed effective rostering principles, provide ongoing support for roster managers, etc. Effective rostering will support consistent staffing levels with the correct skill mix, rosters approved six weeks in advance which will provide a better worklife balance, staff and bank workers can book bank shifts via the App, more effective rostering = less payroll errors, etc.
- New Band 4 Assistant Practitioner roles have been introduced in Peri-Operative Care, working predominantly in low risk surgical areas such as Ophthalmology and will shortly be introduced in District Nursing following a review of the model of care. This is a role that is being considered across many different clinical areas. We anticipate that new roles like these will offer development opportunities for our existing staff, increase job satisfaction and changing the shape of our workforce in the future will ultimately reduce the shortages we are currently experiencing.

- The accuracy of our workforce data has and will continue to improve, which will support our managers and leaders to make more informed decisions. Workforce data is available to both managers and staff via [People Analytics](#).

## Seamless Workforce Models

- We are looking to establish new ways of working, removing barriers and building opportunities to enrich your work experience, and shape a sustainable workforce for the future.
- As a result of the work so far, new roles are emerging with 17 new Physicians Associates recruited to date and a strategy in place for Peer Workers who will contribute their lived experience to enhance the care provided to other service users.
- To support collaborative working, Workforce and OD leads have been assigned to all Shaping Our Future Wellbeing projects.



**If you missed the first issue of the People and Culture newsletter, you can find past issues [here](#).**



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