APPENDIX 1
10. WORKFORCE UPDATES AND ACTIONS
This section of the report provides further detail on key workforce measures.

Description	Current Performance	Trend	Actions planned for next period
Staff sickness rates- *Percentage of sickness absence rate of staff*	• The 12-month rolling performance to the end of May 2019 has slightly increased from 5.97% in May 2019 to 5.98% in June 2019 (+0.01%). • Our in-month performance for June 2019 has increased from 5.74% in May 2019 to 5.79% in June 2019. • Singleton Delivery Unit had the largest in-month improvement with a reduction of 0.36% (from 6.42% in May 2019 to 6.06% in June 2019).	**% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)** 	• Outputs of best practice case study conducted in three areas of good sickness performance (PoW case study), are now incorporated into each DU's attendance action plan deliverable from May 2019 with a review process in place for September 2019. • A pilot using early intervention techniques within Morriston Facilities department is currently underway and review process in place from June 2019 onwards. • New attendance audit for Swansea Bay has been developed and is currently in use in MH&LD Delivery Unit with the remaining Delivery Units scheduled for June 2019. • The Health Board is developing a plan to support the delivery of the new attendance policy training from September 2019 onwards. • Occupational Health (OH) Improvement Plan completed with targets for reductions in waiting times approved by Executive Board. Allied Health Professionals have been recruited to OH using TI monies, resulting in reduced waiting times for management referrals to 2 weeks. Scanning of all OH records has commenced to enable an e-record by Sept 2019 with planned increased efficiencies. • Delivering Invest to Save 'Rapid Access - Staff Wellbeing Advice and Support Service' enabling early intervention for Musculoskeletal (MSk) and Mental Health, ideally within 5 days (90 referrals monthly) and expediting to MSk diagnostics and surgery when required. This model accepted as Bevan Exemplar 2018/19 and business case/Exec

			report being developed to support continuation of this service when funding ends April 2020
			• 340 Staff Wellbeing Champions now trained to support their teams health and wellbeing and signpost to HB support services, promoting a prevention/early intervention approach.
			• 4 'Menopause wellbeing workshops' have now been delivered across the Health Board and further workshops are panned during Wellbeing week (16-20th September).
			• New Occupational health database (Cohort 10) successfully installed during July 19. This with the completion of scanning all records by October 2019 will enable a fully e-system with medium term improvements enabling management referral module and pre-employment module eventually eliminating all paper-based processes.
Description	**Current Performance**	**Trend**	**Actions planned for next period**
Mandatory & Statutory Training- *Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation*	• Over the past month compliance against the 13 core competencies has risen from 76.32% to 77.80%. This is a 1.48% increase from the previous month and a 2.50% rise since April 2019. • This equates to approximately 3000 new competencies being completed in the last month • Medical & Dental are still the lowest performing area, which stands at 39.79% compliance.	**% of compliance with Core Skills and Training Framework** 	• E-learning drop in sessions are continuing across the current Health Board and all sites on a regular basis. • The Mandatory Training Governance Committee met on the 24th July to discuss content, recording, regular meetings arranged and compliance. The next meeting is planned for 2nd of September. Some of the actions that came from this meeting are; All subject matter experts to map out where there are higher level, professional training, alternative training which would meet the core competency requirements of Core Skills Framework, Complete scoping of how training is currently recorded, barriers to recording, time lags, Present options to organisation on recording data to workforce and OD committee • A date has been arranged for later in 2019 for further examination of the ESR system, we are awaiting confirmation of the identity of the person from

Informatics, as the current person will no longer be involved.

- A review of the Mandatory Training framework is still to be arranged for later in the year, where all relevant Subject Matter Experts will be invited to a workshop to discuss current and to identify new trends that may need to be introduced.
- The results of the NWSSP Audit were received and feedback is yet to occur, the next audit is being planned for later in 2019

Description	Current Performance	Trend	Actions planned for next period
Vacancies *Medical and Nursing and Midwifery*	• Continue to engage nurses from outside the UK to help mitigate the UK shortage of registered nurses. To date we have in our employ: • EU Nurses employed at Band 5 = 70 • Philippine nurses arrived in 17/18 & employed at Band 5 = 30 • Regionally organised nurse recruitment days which ensure we are not duplicating efforts across hospital sites. These are heavily advertised across social media platforms via our communications team. • 11 Health Care Support Workers (HCSW's) recruited to part time degree in nursing. 7 commenced in Sept-17 on a 4 year programme, the remainder	**Vacancies as at May/June/July 2019.**	• Currently exploring further options of nurses from Dubai and India. We are in the process of preparing a mini tendering exercise which will be aimed at suppliers who are able to provide overseas qualified nurses who already have the requisite English language requirements as this has been the time delay to date in our recruitment timeline. • Work is underway to develop a medical recruitment strategy in partnership with the Medical Director/ Deputy Medical Director team. The initial plans were presented to the Workforce and OD committee in February. This is due for discussion at the May Local Nursing Committee (LNC). • A recruitment strategy has been developed in partnership with the BMJ and has been supported by Executives. • Work is still required to confirm medical establishments to properly validate the medical vacancy figures.

Grade - Medical & Dental	May-19	Jun-19	Jul-19
21000-Consultant (M&D)	-68.06	-63.76	-61.19
21100-Locum Consultant (M&D)	4.70	2.70	0.70
22110-Associate Specialist (M&D)	-7.53	-7.64	-7.64
22200-Locum Associate Specialist (M&D)	0.00	0.00	-0.40
22250-Specialist Dental Officer	-0.58	-0.58	-0.80
22260-Senior Dental Officer	-0.80	-0.80	-3.61
22270-Dental Officer	-2.41	-3.61	-19.26
22310-Speciality Doctor (M&D)	-16.06	-17.46	-0.60
22320-Locum Speciality Doctor (M&D)	-0.60	-0.60	-124.53
23100-Specialty Registrar (M&D)	-108.81	-115.46	25.20
23120-Locum Specialty Registrar (M&D)	29.20	26.20	-6.00
23200-Specialist Registrar (M&D)	-6.00	-6.00	-0.40
23300-Locum Specialist Registrar (M&D)	-1.20	-0.40	-0.91
24100-F2 foundation year 2 (M&D)	-0.91	-0.91	3.00
24110-Locum F2 Foundation year 2 (M&D)	3.00	3.00	-9.20
24400-F1 foundation year 1 (M&D)	-9.20	-9.20	1.00
24900-Dental Trainees in Hosp Post	3.96	3.21	3.21
25000-Clinical Assistant (M&D)	-1.19	-1.09	-1.09
25100-Senior Lecturer (M&D)	-1.08	-1.08	-1.08
25300-G.P.Sessions / Staff Fund	5.48	4.98	5.08
Total	**-178.10**	**-188.50**	**-198.52**

commenced in Jan-18 on a 2 year 9 month programme. We have also secured further external funding to offer similar places to 13 HCSW's in 18/19 and recruitment to these places is underway.

- A further 13 of our HCSW's are currently undertaking a 2 year master's programme.

Grade - Nursing & Midwifery	May-19	Jun-19	Jul-19
2A182-Nurse Consultant Band 8B	-2.00	0.00	0.00
2A281-Nurse Manager Band 8A	2.33	-1.67	-0.37
2A282-Nurse Manager Band 8B	3.66	5.66	6.06
2A283-Nurse Manager Band 8C	4.00	3.00	3.00
2A284-Nurse Manager Band 8D	-0.80	-0.80	-0.80
2A451-Registered Nurse Band 5	-322.62	-343.83	-355.41
2A461-Registered Nurse Band 6	-37.28	-43.68	-37.16
2A471-Registered Nurse Band 7	-29.65	-27.68	-34.96
2A481-Registered Nurse Band 8A	1.97	1.86	2.30
2A482-Registered Nurse Band 8B	1.00	1.00	1.00
Total	**-379.39**	**-406.15**	**-416.35**

Grade - Health Care Support Workers	May-19	Jun-19	Jul-19
2AA21-Nursing HCA/HCSW Band 2	-22.03	-19.83	-24.71
2AA31-Nursing HCA/HCSW Band 3	-30.36	-26.20	-24.57
2AA41-Nursing HCA/HCSW Band 4	-0.30	-0.10	0.10
Total	**-52.69**	**-46.13**	**-49.18**

Description	Current Performance	Trend	Actions planned for next period
Recruitment *Metrics provided by NWSSP. Comparison with all-Wales benchmarking*	• Swansea Bay UHB overall performance continues to match the target level for NHS Wales.	**Vacancy Creation to Unconditional Offer July 2019 (working days: including outliers) T13**	• Outlier data is passed to Delivery Units for review. • With outliers SB is just above the 71 day target. If Outliers (activity well outside the normal expected timescale) are excluded SBU HB is well under the 71 day target. Action to sanitise the data will improve accuracy of the reports.

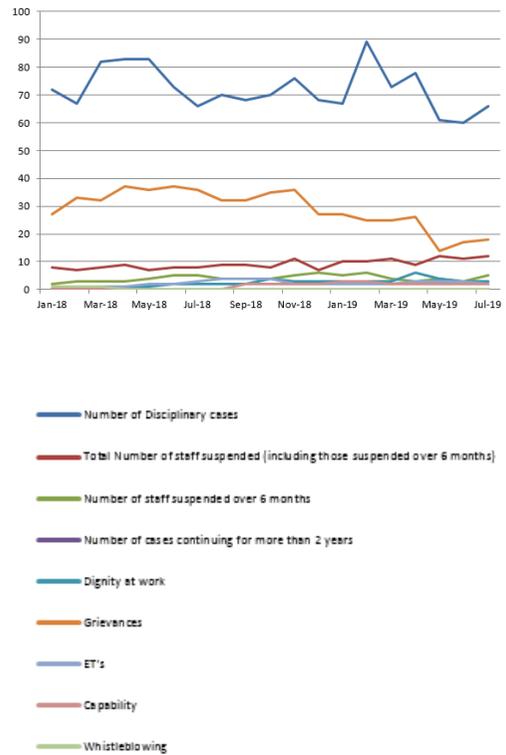| Turnover				
Turnover *% turnover by occupational group*	• There has been very little movement in turnover as compared to the available data for the last two months. FTE Turnover remains around 8%.	**Period Turnover Rate - 01 August 2018 - 31 July 2019** 	Staff Group	FTE	Headcount	Change Headcount
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Add Prof Scientific and Technic	8.13%	8.35%	↓
Additional Clinical Services	7.02%	7.50%	↑
Administrative and Clerical	8.81%	9.04%	↑
Allied Health Professionals	8.94%	8.80%	↓
Estates and Ancillary	5.01%	5.36%	↑
Healthcare Scientists	7.05%	7.58%	↓
Medical and Dental	10.14%	11.58%	↓
Nursing and Midwifery Registered	8.62%	9.21%	↑ | | Overall Rate	FTE	Headcount	Change Headcount
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Overall Rate	8.04%	8.47%	↑			• Roll out of exit interviews across the Health Board following the pilot in Nursing is being looked into as well as the use of ESR exit interview functionality. This is being managed on an all-Wales basis.

Description	**Current Performance**			**Actions planned for next period**

| **PADR**
% staff who have a current PADR review recorded | • Staff who have had a Personal Appraisal and Development Review (PADR) as of July 2019 stands at 64.44%. This is an increase of 0.16% from Mays figure of 64.28%
• There are a number of areas with the HB that have done well to exceed the 85% benchmark. Some of these being; Singleton Unscheduled Care & Medicine @ 88.78%, Singleton Cancer Services @ 85.37%, NPTH Therapies @ 94.37% and Mental Health Specialist Services@ 86.42% | **% of staff who have had a PADR in previous 12 months**

PADR Compliance (ABMU HB)
PADR Compliance (SBU HB)
Profile | | • PADR training offered as part of the new Managers Pathway from 5th July 2019 onwards. This will look to address PADR training with all new managers.
• A current PADR research project is being undertaken. The purpose of this is to identify themes/ practices that can be associated with either good or poor practice. A report is has been written and is currently being reviewed.
• There are continuing difficulties with implementing Supervisor Self Service in connection with ESR.
• There is ongoing work with areas within the HB that are identified as having low PADR results, which will look to increase compliance over time. |

Operational Casework *Number of current operational cases.*	• Number of cases has reduced but with some monthly variation. Volume of activity is still significantly increased on averages pre Mid 2016.	**Number of Operational Cases** Data source has been amended to refelct only SB UHB data over the last 15 months so a comparative picture can be seen over time.	• ER system configuration completed. System testing has been completed but IG issues have resulted in a delay in clearance to use the system. These issues have now been resolved. Go live planning has now restarted and the system should be in use very soon. • IO interviews have been completed and successful candidates identified. Start dates have been confirmed. Two IOs have started work with the last IO starting in early September. • ACAS supported training looking at improving partnership working and a programme of work with managers to look at bullying and harassment (targeted on hot spots identified in the 2018 staff survey) has been agreed. This programme of events with managers looking at bullying and harassment is ongoing. The partnership events were completed as at 4th Feb.

Legend:
- Number of Disciplinary cases
- Total Number of staff suspended (including those suspended over 6 months)
- Number of staff suspended over 6 months
- Number of cases continuing for more than 2 years
- Dignity at work
- Grievances
- ET's
- Capability
- Whistleblowing