

August - Workforce Modernisation & Efficiency

Scheme Name Nursing

Original Target £ 0.5m

Savings Anticipated fye £ 1.1m

Executive Sponsor Gareth Howells

Savings Anticipated 209/20 £ 0.5m

Delivery Confidence Green

Identified Objectives

Top of Licence Working

- Continue the implementation of Band 4 Assistant Practitioner role within the Health Board.
- Standardised core job descriptions including unregistered healthcare workforce Registered Nursing / Midwifery Workforce.
- Identify SDU workforce re-design projects and enable the sharing of this learning to facilitate upscaling.

Efficient Nursing Workforce

- Implementation of the nursing workforce to Health Roster within all the Delivery Units.
- Implement the 'Efficiency Framework' for efficient nursing rostering in the delivery units.
- Monitor KPI compliance against Nurse Rostering policy
- To implement the 'Safe Care' module in the SDU's

Enhanced Supervision

- Clearly identify baseline usage for Enhanced Supervision in hotspots areas within hospitals.
- Develop and agree a Health Board policy for Enhanced Supervision.
- Evaluate the Quality and Care for patients requiring Enhanced Supervision.
- Reduce the number of avoidable Enhanced Supervision additional requests (which are above the normal substantive budgeted establishments). 1

Achievements this period

- ✓ (117 – 125) recently graduated nurses allocated to roles within the hospitals (to start in September 2019)
- ✓ Provisional metrics identified for the 3 work-streams.
- ✓ Initial draft of a Enhanced Supervision Policy created.
- ✓ Model of care and flow charts created for Enhanced Supervision. Flow charts piloted in Hospitals.
- ✓ 5 vacancies filled for the Band 4 Assistant Practitioner role.
- ✓ Analysis undertaken of Bank / Agency Requests for Enhanced Supervision for the SDUs.
- ✓ 'Big Bang' implementation of 'E-roster' at Morrision Hospital completed and signed off.
- ✓ Further work undertaken to develop a consistent approach for E-roster scrutiny panels.
- ✓ Consultation process undertaken for the Nurse Rostering Policy.

Key Milestones

- Complete the process for reducing variance in the in the Job Descriptions for **(A)** Unregistered HCSW Band 2, 3 and 4. **(B)** Advanced practitioners **(C)** Consultant nurses **(end of Q2)**. New Band 4 roles 'in Post' **(Q3)**.
- Implement the 'Efficiency Framework' for efficient nursing rostering in the delivery units **(Q2)**
- Embed and improve the main KPIs using the '*Insight Report*' in all delivery units **(Q2)**. [First Report to be published in September].
- Complete the 'Big Bang' at Morrision **(Q2)** **[Sept 2019 Project is on track]**
- Complete the implementation of the nursing workforce E-Roster within all the remaining Delivery Units **(Q3)**.
- 'Scrutiny Panels' for E-Roster in place and embedded in the Delivery Units **(Q2)**.
- Safe Care module to be implemented from September **(Q2-Q3)**.
- Analysis's of the patterns of requests and high usage areas for Enhanced Supervision. Key areas identified **(Q2)**.
- A consistent approach and policy for the use of Enhanced Supervision for patients **(Q3-Q4)**.
- Review opportunities for workforce design (based on patient clinical needs), and to reduce the cost for temporary staffing **(Q2-Q3)**.

Actions for next period

- Further analysis to identify ways to reduce Bank/Agency requests for Enhanced Supervision.
- Complete and monitor the metrics tracker for all three work-streams.
- Further work to standardise the approach to the 'E-Roster' scrutiny panels in the SDUs.
- Plan the 'E-Roster' refresh at locations including Neath Port Talbot and future implementation at Mental Health and LD.
- Continue planning for the 'Efficiency Programme' for E-Rostering across the Service Delivery Units that currently use 'E-Roster'.

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Scheme Name	Medical Workforce	Original Target	£1.0m	Savings Anticipated FYE	£0.7m
Executive Sponsor	Richard Evans & Hazel Robinson	Savings Anticipated 2019/20	£0.250m	Delivery Confidence	Amber

Identified Objectives
ED Workforce & Activity Review (KB): Complete Review of Nursing and Medical workforce in line with activity and demand in Morriston ED to deliver a proposed workforce model and plan by July 2019
Junior Doctor Rota review (KB): Implement the recommendations signed off on the rota review completed by Kendall Bluck to achieve the safety, efficiency and financial benefits
 a) Rota Redesign (Efficiency and Safety), b) Re-banding opportunity, c) Locum Opportunities
Locum on Duty: Implement Locum on Duty system by November 2019 to deliver standardised electronic process to book locum and agency shifts & Establishment of an internal medical bank facility
E-Job Planning: Implementation of E-Job Planning system & reconciliation of all Job Plans to activity.
Agency cap compliance & Long term locum - Improve compliance with medical agency cap using improved intelligence from introduction of locum on duty and working with Delivery units

Achievements this Period
ED Workforce & Activity Review:
Junior Doctor Rota review:
 a) **Re-banding opportunity**
 ✓ (Cardiology, Urology, Radiology, Burns & Plastic) recommended areas for Re-Banding- agreed with Unit Medical Director to pursue conversation further with the respective Clinical Leads
 b) **Locum Opportunities**
 ✓ Ongoing recruitment process in NPT , Morriston and Singleton Medicine
 ✓ Denary vacancy positioned baselined in August , Tracking and driving the recruitment process forward now
 ✓ Singleton Medicine (3 recruited against 3 Deanery gaps), Morriston Medicine (3 recruited against 8 Deanery plus other 2 gaps , 7 gaps remain), NPT Medicine (1 recruited against 3 locums)
Locum on Duty:
 ✓ Term of Engagement issued for Bank recruitment
 ✓ Bank recruitment process started
 ✓ Series of engagement workshops conducted with various stakeholders in Delivery Units
E-Job Planning:
 ✓ Desktop Job Planning consistency checking complete for Rheumatology, Spinal, Rehabilitation Medicine, Cleft Lip & Palate and Vascular specialities
 ✓ Updated Job planning guidance established
Agency cap compliance & Long term locum
 ✓ Action plan for Haematology , Paediatrics and Oncology agreed with Singleton UMD & Service director- £328,000 FYE
 ✓ Action Plan for Morriston-£434,000 FYE
 ✓ Alternative recruitment options discussed for hard to fill posts in MH&LD
 ✓ **Obstetrics-1x long term locum consultant converted to substantive post-£83,595 FYE**
 ✓ **General Medicine – 2x ST1; 1X ST3 Locum replaced by deanery position- £177,647 FYE**

Key Milestones
ED Workforce & Activity Review:
 ▪ Exec Sign off on report – 14th August 2019 (following initial review on 31st July)
Junior Doctor Rota review:
a) Rota Redesign (Efficiency and Safety)
 ▪ Anaesthetic- Sign off final report- 15th August 2019
b) Re-banding opportunity
 ▪ Meetings with 3 X speciality Clinical and management leads to progress with Re-Banding process – 31ST Aug 2019
c) Locum Opportunities
 ▪ Recruitment and vacancy position against plan -Sep 2019 (Half Year position)
Locum on Duty:
 ▪ Project Launch-Kick off meeting -26th August 2019
 ▪ Go-live- 28th October 2019
E-Job Planning:
 ▪ Job Planning Guidance -LNC Sign off -September 2019
 ▪ Desktop consistency checking complete for 30 Specialities -30th September 2019

Actions for Next Period
 ➤ **ED Workforce & Activity Review:** Executive sign off on final report
 ➤ **Junior Doctor Rota review:**
a) Rota Redesign - Anaesthetic- Agreement and decision on Kendall Bluck recommendations
b) Re-banding opportunity – Kendall Bluck meetings with 3 x Clinical leads
c) Locum Opportunities – Confirm gaps, recruitment and savings position for September (half year position).
d) Locum on Duty –
 ✓ Conduct Payroll workshop with Medacs , Allocate and payroll team
 ✓ Start system technical roll out
 ✓ Confirm Health board rate card and System process hierarchies (shift rate sign off)
 ➤ **E-Job Planning –**
 ✓ Summarise & Quantify implications for first round of Job Plan consistency checking
 ✓ Complete desktop consistency checking for further 10 specialities (30 specialities by September)
 ➤ **Agency cap compliance & Long term locum –**Recruitment process actions and savings tracker position confirmation

August - Workforce Modernisation & Efficiency

Scheme Name

Therapies

Original Target

£0.1m

Savings Anticipated fye

£tbc

Executive Sponsor

Chris White

Savings Anticipated 2019/20

£0.1m

Delivery Confidence

Amber

Identified Objectives

- Consider optimum models for therapy services structures that will drive quality, value and efficiency.
- Design and deliver the optimum model
 - Deliver new structures/reporting lines (Stage 1)
 - Work with Heads of to identify efficiencies/improvements within those new structures (Stage 2)
- Identify opportunities to enhance efficiencies through new ways of working (ongoing)

Key Milestones

Stage 1

- *Complete benchmarking and scoping exercise*
- *Proposal on the therapy structures, supported by role definitions*
- *Draft and agree management brief, engagement plan and consultation documents*
- Stakeholder engagement process to be completed with DU Directors, Heads of Service and employees
- Map out necessary budgetary reallocation within Finance Dept (and agree processes where any ringfences need to be maintained)
- *Establish process for transfer of management responsibilities*
- Implementation of management changes and budgetary reallocation

Stage 2

- Review and streamlining of individual therapy structures
 - Peer review
 - Test and challenge sessions

Achievements this Period

Savings

- ✓ Anticipated savings of £65k (framework for agency spend) – figures TBC
- ✓ 2 x 'Heads of' posts to be held. figures TBC (*savings from Jun '19 to date from HoS MH Dietetics approx. £4k p/m*)

Actions

- ✓ *Validated databases for all Therapies received*
- ✓ *Baselining complete*

Actions for next period

- *Proposal on detail of structures, include new role definition, to be tested with Heads of*
- Stakeholder engagement process to be agreed and DU Directors engaged (*Kate/Irfon*)
- HR and Finance processes agreed for change management of Stage 1 (*Emma Evans and Sally Killian*)
- Agree principle of HofS approving all therapy recruitment as interim measure
- Live/imminent therapy recruitment to be sense-checked/future proofed