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Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27 August 2019	Agenda Item	2.5
Report Title	Kendall Bluck ED Workforce & Activity Review		
Report Author	Gaurav Shinde-Senior Project Manager-Transformation Team, Cenydd Thomas-Project Manager –Transformation Team, Emma Evans- Senior Workforce Adviser		
Report Sponsor	Hazel Robinson, Director of Workforce and Organisational Development		
Presented by	Hazel Robinson, Director of Workforce and Organisational Development		
Freedom of Information	Open		
Purpose of the Report	To update the Workforce and OD Committee on current progress, status and key achievements in three High Value Opportunity schemes under Workforce Modernisation & Efficiency theme within the financial plan: <ul style="list-style-type: none"> ➤ Medical ➤ Nursing ➤ Therapies. 		
Key Issues	<ul style="list-style-type: none"> ➤ The three projects are progressing well and have made positive progress over the last 3 months ➤ Each project has established governance arrangements including a robust reporting mechanism and risk management procedure. ➤ Current financial delivery confidence for the projects are: <ul style="list-style-type: none"> • Medical – Amber • Nursing – Green • Therapies – Amber 		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Workforce and OD Committee is asked to: Note the progress made in all 3 High Value Opportunity schemes under Workforce Modernisation & Efficiency theme: <ul style="list-style-type: none"> ➤ Medical ➤ Nursing ➤ Therapies. 		

WORKFORCE MODERNISATION AND EFFICIENCY – UPDATE ON HIGH VALUE OPPORTUNITIES WORK PROGRAMME

1. INTRODUCTION

The purpose of this report is to update the Workforce and OD Committee on the current progress, status and key achievements of three High Value Opportunity (HVO) schemes under the Workforce Modernisation & Efficiency theme within the annual plan for the Health Board, These areas cover:

- Medical
- Nursing
- Therapies.

2. BACKGROUND

2.1. Medical Workforce

Introduction:

The main objective of the medical workstream is to ensure that there is a consistent and equitable process and intelligent systems which allow management of the medical workforce resource efficiently and effectively in alignment with our clinical service requirements. It supports work towards a sustainable workforce to deliver safe and quality care.

The table below summarises the key projects, their objectives and key milestones.

Project	Objectives	Key Milestones
Locum on Duty system implementation	Implement “Locum On Duty” system by November 2019 to Standardised electronic process to book locum and agency shifts and Establishment of an internal medical bank facility	<ul style="list-style-type: none"> ▪ Project Launch-Kick off meeting -26th August 2019 ▪ Go-live- 28th October 2019
E-Job Planning System implementation	Implementation of E-Job Planning system by December 2019 & Reconciliation of all Job Plans to activity by March 2020 to ensure there are consistent equitable and standardised practices observed	<ul style="list-style-type: none"> ▪ Job Planning Guidance - LNC Sign off -September 2019 ▪ Desktop consistency checking complete for 30 Specialities -30th September 2019
Junior Doctor Rota Review – Kendal Bluck	Implement the recommendations signed off on the rota review completed by Kendall Bluck to achieve the safety, efficiency and financial benefits.	<ul style="list-style-type: none"> ▪ Re-banding opportunity- Meetings with 3 X speciality Clinical and management leads to progress with Re-

		Banding process – 31 st Aug 2019 <ul style="list-style-type: none"> ▪ Locum Opportunities- Recruitment and vacancy position against plan -Sep 2019 (Half Year position)
Emergency Department Workforce & Activity Review (Kendall Bluck)	Complete Review of Nursing and Medical workforce in line with activity and demand in Morriston ED by June 2019	<ul style="list-style-type: none"> ▪ Exec Sign off on report – 14th August 2019
Long term Locums & Agency Cap Compliance	Engage with Medacs and specialty teams to develop an action plan for each long term agency locum by July 2019 and Improve compliance with medical agency cap using improved intelligence from introduction of locum on duty and working with Delivery units	<ul style="list-style-type: none"> ▪ Long Term-Locum Opportunities- Recruitment and vacancy position against plan -Sep 2019 (Half Year position)

Current Progress and Key Achievements:

Recommendations covering financial savings under locum opportunities and rota re-banding in Kendall Bluck junior doctor rota review final reports have been progressed. Recruitment plans against deanery vacancies and long-term locums have been actioned and re-banding opportunities are being taken forward with Kendall Bluck directly engaging with the speciality clinical leads to reach agreement and sign off. A final report following emergency department review with proposed workforce model and implementation plan has been received and is currently under consideration by Executive Team. The aim of this work is to establish a sustainable workforce solution for the Emergency Department that will enable improved performance and staff and patient experience.

As part of implementing E-Job planning system, Job planning consistency checking process for specialities has started and making good progress. It is anticipated 30 specialities will be covered by September 2019 and will provide conclusive information and data. Background work including system processes; engagement and recruitment on Locum bank have been started in preparation of initiating technical roll out of Locum on duty system on 26th August 2019. The system will go live on 28th October. The aim of this work is to have standard processes and practices using transparent smart systems that enable informed intelligent decision making. Benefits include accurate job plans, improved transparency and consistencies, reduced management time in managing paper based systems and increased shift fill rate benefiting patient safety and care.

An alternative recruitment strategy or an individual recruitment plan has been agreed for each of current long-term locum. Direct engagement of Executive team with the delivery units has been instrumental in getting agreements and pace.

3 High Value Opportunities – Tuesday 27th August 2019

Key achievements:

- Final report for ED Workforce & Activity review received- Proposed workforce model mapped to demand and seasonal variation. There is some final validation to be undertaken before recommendations can be accepted.
- E-Job Planning consistency checking completed for 5 specialities
- Terms of engagement issued and recruitment process started for locum bank
- 6 X Successful recruitment against anticipated deanery gaps
- Improved savings identification as result of switch of long term locums (summarised in table below)

DU	Speciality	Grade	Replaced on/by (date)	CVs provided/under consideration	Indicative cost saving
Singleton	Obs & Gynae	SD	1 st April 2019	Agency conversion to Substantive	£83,595.20
Singleton	General Medicine	ST3	2 nd August 2019	Deanery Appointed	£68,689.66
Singleton	General Medicine	ST1	6 th August 2019	Deanery Appointed	£37,502.22
Morrison	General Medicine	ST1	6 th August 2019	Deanery Appointed	£71,455.81

Current delivery confidence is amber but, with more specialities completed for E-Job planning consistency checking and further appointments against recruitment plans in September and Locum on Duty system going live in October, it is anticipated this will improve to green in next two months.

2.2. Nursing

Introduction

The main objective of the project is to improve the processes and practices that will ensure that the nursing workforce is utilised efficiently and effectively.

Project	Objectives	Key Milestones
<p>Top of licence working</p> <p>“The right Skills for the right patient”</p>	<ul style="list-style-type: none"> • Recruitment and retention of Nurses. • Recruitment of Health Care Support Workers. • Implement Assistant Practitioner role - band 4. • Standardised job descriptions for HCA Band 2, 3 and Assistant Practitioners. • Identify Service Delivery Unit workforce re-design projects. Enable the sharing of this learning to facilitate upscaling. 	<ul style="list-style-type: none"> • New cohort of graduate nurses (approx. 120 starting new roles (September 2019). • New Band 4 roles ‘in post’ (Induction in October 2019). • Complete the process for reducing variance in the in the Job Descriptions Unregistered HCSW Band 2, 3 and 4, Advanced practitioners, Consultant nurses (October 2019).
<p>Efficient nursing workforce</p> <p>“the right Time for the right patient”</p>	<ul style="list-style-type: none"> • Complete the implementation of the ‘E-Roster’ systems in all Service Delivery Units. • Implement Scrutiny Panels in Service Delivery Units to monitor Key Performance Indicators for rostering. • Implement the ‘Safe Care’ module in Service Delivery Units. 	<ul style="list-style-type: none"> • Complete the implementation of E-Roster at Morriston Hospital (August 2019). • Embed consistent ‘Scrutiny Panels’ for E-Roster’ in Service Delivery Units (September 2019). • Complete an Efficiency Plan. Embed the main KPIs using the ‘<i>Insight Report</i>’ in Service Delivery Units that are using E-Roster (October 2019) • Start the implementation of the Allocate ‘Safe Care’ (February 2020).
<p>Enhanced supervision</p> <p>“the right Care for the right patient”</p>	<ul style="list-style-type: none"> • Research the baseline usage for Enhanced Supervision in hospitals. • Reduce the number of avoidable Enhanced Supervision additional requests • Develop and implement an Enhanced Supervision policy. 	<ul style="list-style-type: none"> • Complete analysis of the patterns of requests and high usage areas for Enhanced Supervision (September 2019) • Implement a consistent approach and policy for the use of Enhanced Supervision for patients in three areas [1:1, Acuity, Co-horting] (October 2019).

Current Progress and Key Achievements:

Three separate work-streams identified to support project goals. The work-streams are supported by expertise from across different Nursing specialisms. Quality Impact Assessments were undertaken to ensure Patient Safety, Quality and Care. This project was reviewed as only having a positive impact on quality.

A robust governance structure is in place to ensure that all stakeholders are engaged in delivering project goals.

Key Achievements:

- Draft of the 'Enhanced Observation and Support Framework' Policy created. This policy is being piloted in Morriston, Singleton and Neath Port Talbot during August 2019.
- Successful implementation of the E-Roster System completed at Morriston using 'Big Bang' approach.
- Seven candidates selected in first recruitment phase for Band 4 Assistant Practitioner role. A second round of recruitment to be undertaken in autumn 2019.
- Consultation process for the 'E-Roster' Policy completed.
- Detailed analysis undertaken of Bank / Agency Requests for Enhanced Supervision in the Service Delivery Units.

A project review undertaken on August 12th by the Delivery Support Team recommended that the delivery confidence of project raise from 'Amber' to 'Green'. Anticipated savings for 2019/2020 is £0.5m. Anticipated full year savings are £1.1m

2.3. Therapies

Introduction:

The project objective is to ensure the structure of the therapies workforce is optimal in terms of quality governance, efficiency, sustainability, and integrated working. As part of this work, the project will consider in the second phase the potential for different ways of working to enhance the delivery of therapy services and achieve efficiencies and savings.

Project	Objectives	Key Milestones
Therapies	Stage 1 – to realign budgets and management of the therapies workforce underneath the relevant specialist Head of Service	Stage 1 (summarised) <ul style="list-style-type: none">• To complete databases identifying all therapies employees including vacancies dates here (completed 01.08.19)• To baseline the current workforce and identify services and individuals to be consolidated (August 19)• Consult and implement consolidation of the therapies workforce (TBC)

Current Progress and Key Achievements:

A detailed validation exercise has now been completed, which provides a database of all therapist roles, including their current status regarding management and budget accountability. Final scoping will be completed in August 2019, after which the project baselining/benchmarking will be carried out.

Project delivery confidence is Amber at present due to the level of work requiring completion prior to savings being identified and realised.

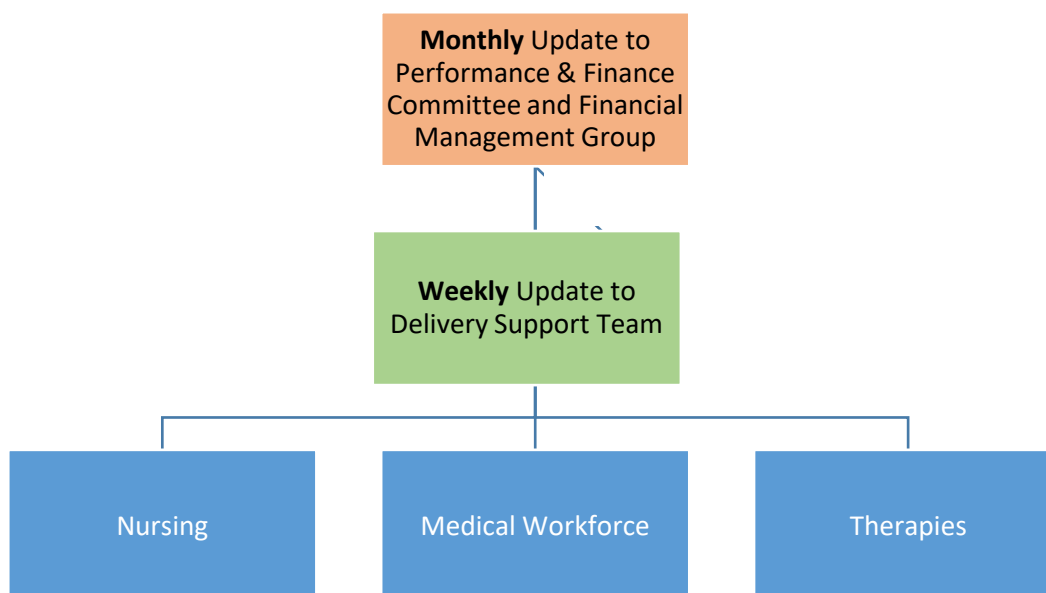
3. GOVERNANCE AND RISK ISSUES

All three projects have completed a Quality Impact Assessment (QIA) which has been submitted and reviewed by the QIA Panel.

The Swansea Bay University Health Board QIA assesses for risk against 4 quality domains – Patient safety, patient experience, clinical quality, whole system. Key risks and potential impacts on quality have been identified through the screening process and full QIAs have been completed on those which identified as having a risk score of eight or above. The schemes which have been through the full QIA process have mitigating actions against any potential risks and measures for monitoring quality.

Reporting arrangements

Each project reports into their project board. Regular updates are also provided to the following Health Board meetings:



Risk Management

Each project has an individual RAID (risks, actions, issues, decisions) log which is managed through the project management governance arrangements.

4. FINANCIAL IMPLICATIONS

Failure to deliver the savings identified within the financial plan or to identify mitigating actions will impact on the Health Board's ability to contain its deficit to that set out in the savings plan and will pose a risk going into the next financial year. Hence, it is important to firm up savings detail and delivery confidence.

Table Below summarises current financial saving position:

Scheme Name	Original Target	Savings Anticipated 2019/20	Savings Anticipated FYE	Delivery Confidence
Medical Workforce	£1.0m	£0.250m	£0.7m	Amber
Nursing	£ 0.5m	£ 0.5m	£ 1.1m	Green
Therapies	£0.1m	£0.1m	£tbc	Amber

5. RECOMMENDATION

Workforce and OD Committee is asked to:

Note the progress made in all three High Value Opportunity schemes under Workforce Modernisation & Efficiency theme in the annual plan:

- Medical
- Nursing
- Therapies .

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Project scoped under these workstreams will impact on efficiency and effectiveness of how we utilise our workforce and will improve quality, safety and patient experience. Improvement measures are detailed in project outline document and will be tracked via respective workstream project structure.		
Financial Implications		
Failure to deliver the agreed savings plan will have an adverse impact on the Health Board's overall position and ability to meet its control target.		
Legal Implications (including equality and diversity assessment)		
No specific implications to highlight		
Staffing Implications		
No specific implications to highlight		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Report History	N/A	
Appendices	Workforce Modernisation & Efficiency-HVO update to Performance & Finance Committee Aug 19-Slide Deck (for information)	