

WORKFORCE UPDATES AND ACTIONS

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Staff sickness rates- <i>Percentage of sickness absence rate of staff</i>	<ul style="list-style-type: none">Our in-month performance for July 2019 has increased from 5.94% in August 2019 to 6.03% in Sept 2019.The 12-month rolling performance to the end of Sept 2019 has slightly improved to 5.95% from 5.97%.Long term sickness improved in Sept 19 by 0.14% to 4.03%	% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)																																										
		<table><caption>Estimated data for Staff Sickness Rates</caption><thead><tr><th>Month</th><th>% sickness rate (12 month rolling)</th><th>% sickness rate (in-month)</th></tr></thead><tbody><tr><td>Sep-18</td><td>5.97%</td><td>-</td></tr><tr><td>Oct-18</td><td>5.97%</td><td>-</td></tr><tr><td>Nov-18</td><td>5.97%</td><td>-</td></tr><tr><td>Dec-18</td><td>5.97%</td><td>-</td></tr><tr><td>Jan-19</td><td>5.97%</td><td>-</td></tr><tr><td>Feb-19</td><td>5.97%</td><td>-</td></tr><tr><td>Mar-19</td><td>5.97%</td><td>-</td></tr><tr><td>Apr-19</td><td>5.97%</td><td>-</td></tr><tr><td>May-19</td><td>5.97%</td><td>-</td></tr><tr><td>Jun-19</td><td>5.97%</td><td>-</td></tr><tr><td>Jul-19</td><td>5.97%</td><td>5.94%</td></tr><tr><td>Aug-19</td><td>5.97%</td><td>5.94%</td></tr><tr><td>Sep-19</td><td>5.95%</td><td>6.03%</td></tr></tbody></table> <p>— % sickness rate (12 month rolling) ◆ % sickness rate (in-month)</p>			Month	% sickness rate (12 month rolling)	% sickness rate (in-month)	Sep-18	5.97%	-	Oct-18	5.97%	-	Nov-18	5.97%	-	Dec-18	5.97%	-	Jan-19	5.97%	-	Feb-19	5.97%	-	Mar-19	5.97%	-	Apr-19	5.97%	-	May-19	5.97%	-	Jun-19	5.97%	-	Jul-19	5.97%	5.94%	Aug-19	5.97%	5.94%	Sep-19
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		<ul style="list-style-type: none">A revised draft Managing Absence at Work (MAAW) improvement plan has been drafted for approval.The pilot using early intervention techniques within Morriston Facilities department has been completed and formally reported. This approach is currently being rolled out across the facilities department and other suitable areas for implementation are being identified. Phlebotomy and Health Records have been identified to date and initial meetings have taken place with relevant service leads with a view to implement in early 2020.The communication process used within the above pilot is to be rolled out across the Health Board from mid December 2019.MAAW policy training, A targeted plan is now in place to achieve approx. 3,000 managers through a blended learning approach by December 2020. To-date Swansea Bay has trained circa 550 managers on the new policy.Operational Workforce team are implementing an “Adopt a Manager” approach following MAAW training, providing specific coaching and support back in the workplace following completion of training of managers particularly from hotspot areas.A new MAAW forum has been established which will monitor progress of unit and Health Board improvement plans as well as identify suitable opportunities to improve performance.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 Targeted Intervention (TI) monies, resulting in																																										

			<p>reduced waiting times for management referrals to three weeks for Doctors and Nurses. Scanning of all OH records has commenced to enable an e-record by February 2020 with planned increased efficiencies.</p> <ul style="list-style-type: none"> • Delivering Invest to Save 'Rapid Access - Staff Wellbeing Advice and Support Service' enabling early intervention for Musculoskeletal (MSk) and Mental Health, with first contact within 5 days (100+ referrals monthly) and expediting to MSk diagnostics and surgery when required. A business case has been developed to ensure continuation funding after Invest to Save funds end March 2020. • 350 Staff Wellbeing Champions now trained to support their teams health and wellbeing and signpost to HB support services, promoting a prevention/early intervention approach. • 'Menopause wellbeing workshops delivered across the main hospital sites, supporting the All Wales menopause Policy. • New pilot course delivered to staff aimed at reducing effects of stress related to experiencing trauma at work/home, based on EMDR therapy. Group traumatic episode protocol (G-Tep) allows staff to safely process distressing emotions over 2 x 1 hour sessions. Results of the pilot show a significant reduction in symptoms of 13 staff in the cohort of 16. Plans to roll out wider are being developed. • 2019/20 Staff Flu campaign has commenced with refreshed marketing and promotion campaign from Comms Dept with support from Charitable Funds. At the end of week 8 (22/11/19), 4575 vaccinations had been administered with 52% of frontline staff having been vaccinated.
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Mandatory & Statutory Training- Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation	<ul style="list-style-type: none">Over the past two months compliance against the 13 core competencies has risen from 79.4% to 80.68%. This is a 1.28% increase from the previous month and a 3.98% rise since April 2019.This equates to approximately 2000 new competencies being completed in the couple of months.This takes into account both current employees who are maintaining their compliance as well as those who are new to the Health Board.Medical & Dental are currently the lowest performing area, which stands at 43.15% compliance.Allied Health Professionals are currently the highest performing are, which stands at 91.61%	<p>% of compliance with Core Skills and Training Framework</p> <table><caption>Approximate data from the chart</caption><thead><tr><th>Month</th><th>% Level 1 compliance (ABMU HB)</th><th>% Level 1 compliance (SBU HB)</th></tr></thead><tbody><tr><td>Nov-18</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Dec-18</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Jan-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Feb-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Mar-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Apr-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>May-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Jun-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Jul-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Aug-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Sep-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Oct-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Nov-19</td><td>79.4%</td><td>79.4%</td></tr><tr><td>Dec-19</td><td>80.68%</td><td>80.68%</td></tr><tr><td>Jan-20</td><td>80.68%</td><td>80.68%</td></tr><tr><td>Feb-20</td><td>80.68%</td><td>80.68%</td></tr><tr><td>Mar-20</td><td>80.68%</td><td>80.68%</td></tr></tbody></table>	Month	% Level 1 compliance (ABMU HB)	% Level 1 compliance (SBU HB)	Nov-18	79.4%	79.4%	Dec-18	79.4%	79.4%	Jan-19	79.4%	79.4%	Feb-19	79.4%	79.4%	Mar-19	79.4%	79.4%	Apr-19	79.4%	79.4%	May-19	79.4%	79.4%	Jun-19	79.4%	79.4%	Jul-19	79.4%	79.4%	Aug-19	79.4%	79.4%	Sep-19	79.4%	79.4%	Oct-19	79.4%	79.4%	Nov-19	79.4%	79.4%	Dec-19	80.68%	80.68%	Jan-20	80.68%	80.68%	Feb-20	80.68%	80.68%	Mar-20	80.68%	80.68%	<p><i>There has been no change in action since last month as all actions remain relevant.</i></p> <ul style="list-style-type: none">E-learning drop in sessions are continuing across the current Health Board and all sites on a regular basis.A follow up meeting is planned for January 2020 to discuss the recording of face to face Mandatory trainingAll relevant Subject Matter Experts are continuing to exam the current Mandatory Training Framework to ensure it is fit for purpose and to comment on any changes required. A meeting will be held in January to review this.Identification of essential training within pilot areas is planned that will identify essential training required above the corporate requirements. This will also reduce the number of active position numbers within ESR currently over 7000. Pilot areas identified are Midwifery, Radiology, Physiotherapy and Speech & Language together with the ESR TeamMeetings are being held via Shared Services regarding the working of IAT for Mandatory training which transfers training records when staff change from one NHS organisation to another and will reduce the need to complete Mandatory training unnecessarily.
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Vacancies <i>Medical and Nursing and Midwifery</i>	<ul style="list-style-type: none">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 = 70Philippine nurses arrived in 17/18 & employed at Band 5 = 30Regionally 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 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.	Vacancies as at Sept/Oct/Nov 2019. <table><tr><th>Grade - Medical & Dental</th><th>Sep-19</th><th>Oct-19</th><th>Nov-19</th></tr><tr><td>21000-Consultant (M&D)</td><td>-49.62</td><td>-49.18</td><td>-51.53</td></tr><tr><td>21100-Locum Consultant (M&D)</td><td>0.10</td><td>0.60</td><td>2.45</td></tr><tr><td>22110-Associate Specialist (M&D)</td><td>-7.33</td><td>-8.34</td><td>-8.24</td></tr><tr><td>22200-Locum Associate Specialist (M&D)</td><td></td><td></td><td></td></tr><tr><td>22250-Specialist Dental Officer</td><td>-0.40</td><td>0.40</td><td>0.40</td></tr><tr><td>22260-Senior Dental Officer</td><td>-0.80</td><td>-0.80</td><td>-0.80</td></tr><tr><td>22270-Dental Officer</td><td>-3.82</td><td>-3.52</td><td>-1.66</td></tr><tr><td>22310-Speciality Doctor (M&D)</td><td>-17.66</td><td>-19.56</td><td>-19.26</td></tr><tr><td>22320-Locum Speciality Doctor (M&D)</td><td>-0.60</td><td>-0.60</td><td>-0.60</td></tr><tr><td>23100-Specialty Registrar (M&D)</td><td>-64.46</td><td>-60.18</td><td>-63.92</td></tr><tr><td>23120-Locum Specialty Registrar (M&D)</td><td>8.90</td><td>9.90</td><td>11.90</td></tr><tr><td>23200-Specialist Registrar (M&D)</td><td>-6.00</td><td>-6.00</td><td>-6.00</td></tr><tr><td>23300-Locum Specialist Registrar (M&D)</td><td>-0.40</td><td>-0.40</td><td>-0.40</td></tr><tr><td>24100-F2 foundation year 2 (M&D)</td><td>-0.65</td><td>-1.65</td><td>-2.97</td></tr><tr><td>24110-Locum F2 Foundation year 2 (M&D)</td><td>3.00</td><td></td><td></td></tr><tr><td>24400-F1 foundation year 1 (M&D)</td><td>-6.40</td><td>-6.40</td><td>-6.19</td></tr><tr><td>24900-Dental Trainees in Hosp Post</td><td>0.76</td><td>3.56</td><td>3.56</td></tr><tr><td>25000-Clinical Assistant (M&D)</td><td>-1.09</td><td>-1.09</td><td>-0.27</td></tr><tr><td>25100-Senior Lecturer (M&D)</td><td>-1.08</td><td>-1.08</td><td>-1.90</td></tr><tr><td>25300-G.P.Sessions / Staff Fund</td><td>5.52</td><td>5.76</td><td>5.94</td></tr><tr><td>Total</td><td>-142.04</td><td>-138.58</td><td>-139.48</td></tr></table>	Grade - Medical & Dental	Sep-19	Oct-19	Nov-19	21000-Consultant (M&D)	-49.62	-49.18	-51.53	21100-Locum Consultant (M&D)	0.10	0.60	2.45	22110-Associate Specialist (M&D)	-7.33	-8.34	-8.24	22200-Locum Associate Specialist (M&D)				22250-Specialist Dental Officer	-0.40	0.40	0.40	22260-Senior Dental Officer	-0.80	-0.80	-0.80	22270-Dental Officer	-3.82	-3.52	-1.66	22310-Speciality Doctor (M&D)	-17.66	-19.56	-19.26	22320-Locum Speciality Doctor (M&D)	-0.60	-0.60	-0.60	23100-Specialty Registrar (M&D)	-64.46	-60.18	-63.92	23120-Locum Specialty Registrar (M&D)	8.90	9.90	11.90	23200-Specialist Registrar (M&D)	-6.00	-6.00	-6.00	23300-Locum Specialist Registrar (M&D)	-0.40	-0.40	-0.40	24100-F2 foundation year 2 (M&D)	-0.65	-1.65	-2.97	24110-Locum F2 Foundation year 2 (M&D)	3.00			24400-F1 foundation year 1 (M&D)	-6.40	-6.40	-6.19	24900-Dental Trainees in Hosp Post	0.76	3.56	3.56	25000-Clinical Assistant (M&D)	-1.09	-1.09	-0.27	25100-Senior Lecturer (M&D)	-1.08	-1.08	-1.90	25300-G.P.Sessions / Staff Fund	5.52	5.76	5.94	Total	-142.04	-138.58	-139.48	<ul style="list-style-type: none">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. A number of initiatives have already been implemented however the full suite of ideas have not been developed as these are resource dependant.
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Recruitment <i>Metrics provided by NWSSP. Comparison with all-Wales benchmarking</i>	<ul style="list-style-type: none"> Swansea Bay UHB overall performance continues to match the target level for NHS Wales when excluding outlier data. <p><i>Recruitment data for November was not available at the time of writing this report</i></p>	<p>Vacancy Creation to Unconditional Offer October 2019 (working days: including outliers) T13</p> <p>Legend: T13 time taken (orange bars), Linear (Target) (red line)</p>	<ul style="list-style-type: none"> Outlier data is passed to Delivery Units for review. 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 <i>% turnover by occupational group</i>	<ul style="list-style-type: none"> There has been very little movement in overall turnover in recent Headcount turnover remains around 8%. FTE turnover has reduced to the lowest level seen for over two years. Nurse headcount turnover has increased in the last four months to close to 9.5%, with FTE moving towards 9%. 	<p>Period Turnover Rate 1st Dec 2018 to 30th November 2019</p> <table border="1"> <thead> <tr> <th>Staff Group</th><th>FTE</th><th>Headcount</th><th>Change Headcount</th></tr> </thead> <tbody> <tr> <td>Add Prof Scientific and Technic</td><td>7.91%</td><td>9.04%</td><td>↑</td></tr> <tr> <td>Additional Clinical Services</td><td>6.12%</td><td>6.35%</td><td>↓</td></tr> <tr> <td>Administrative and Clerical</td><td>8.68%</td><td>8.86%</td><td>↑</td></tr> <tr> <td>Allied Health Professionals</td><td>7.74%</td><td>7.68%</td><td>↓</td></tr> <tr> <td>Estates and Ancillary</td><td>5.26%</td><td>5.22%</td><td>↓</td></tr> <tr> <td>Healthcare Scientists</td><td>6.51%</td><td>6.85%</td><td>↓</td></tr> <tr> <td>Medical and Dental</td><td>9.34%</td><td>10.04%</td><td>↓</td></tr> <tr> <td>Nursing and Midwifery Registered</td><td>8.91%</td><td>9.48%</td><td>↑</td></tr> <tr> <td>Overall Rate</td><td>FTE</td><td>Headcount</td><td></td></tr> <tr> <td>Overall Rate</td><td>7.79%</td><td>8.10%</td><td>↓</td></tr> </tbody> </table>	Staff Group	FTE	Headcount	Change Headcount	Add Prof Scientific and Technic	7.91%	9.04%	↑	Additional Clinical Services	6.12%	6.35%	↓	Administrative and Clerical	8.68%	8.86%	↑	Allied Health Professionals	7.74%	7.68%	↓	Estates and Ancillary	5.26%	5.22%	↓	Healthcare Scientists	6.51%	6.85%	↓	Medical and Dental	9.34%	10.04%	↓	Nursing and Midwifery Registered	8.91%	9.48%	↑	Overall Rate	FTE	Headcount		Overall Rate	7.79%	8.10%	↓	<ul style="list-style-type: none"> 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.
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PADR <i>% staff who have a current PADR review recorded</i>	<ul style="list-style-type: none"> Staff who have had a Personal Appraisal and Development Review (PADR) as of Nov 2019 stands at 68.82%. This is an increase of 3.55% from the last reported figure of 65.27% Estates and Ancillaries have seen an increase from 42.55% to 52.60%, which is an increase of 10.05%. The Estates Directorate alone, stands at 85.51% 	<p>% of staff who have had a PADR in previous 12 months</p> <p>The chart displays the percentage of staff who have had a PADR in the previous 12 months. The Y-axis ranges from 0% to 90% in 10% increments. The X-axis shows months from Nov-18 to Mar-20. The legend indicates: PADR Compliance (ABMU HB) represented by orange hatched bars, PADR Compliance (SBU HB) represented by solid orange bars, and a red line representing the Profile. The ABMU HB compliance is consistently high, around 70%. The SBU HB compliance starts around 65% in Nov-18 and shows a steady increase to approximately 85% by Mar-20. The red profile line follows the SBU HB data closely.</p> <table border="1"> <caption>Estimated Data for PADR Compliance</caption> <thead> <tr> <th>Month</th> <th>PADR Compliance (ABMU HB)</th> <th>PADR Compliance (SBU HB)</th> <th>Profile</th> </tr> </thead> <tbody> <tr><td>Nov-18</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Dec-18</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Jan-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Feb-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Mar-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Apr-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>May-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Jun-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Jul-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Aug-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Sep-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Oct-19</td><td>70%</td><td>65%</td><td>65%</td></tr> <tr><td>Nov-19</td><td>70%</td><td>68.82%</td><td>68.82%</td></tr> <tr><td>Dec-19</td><td>70%</td><td>68.82%</td><td>68.82%</td></tr> <tr><td>Jan-20</td><td>70%</td><td>68.82%</td><td>68.82%</td></tr> <tr><td>Feb-20</td><td>70%</td><td>68.82%</td><td>68.82%</td></tr> <tr><td>Mar-20</td><td>70%</td><td>85.51%</td><td>85.51%</td></tr> </tbody> </table>	Month	PADR Compliance (ABMU HB)	PADR Compliance (SBU HB)	Profile	Nov-18	70%	65%	65%	Dec-18	70%	65%	65%	Jan-19	70%	65%	65%	Feb-19	70%	65%	65%	Mar-19	70%	65%	65%	Apr-19	70%	65%	65%	May-19	70%	65%	65%	Jun-19	70%	65%	65%	Jul-19	70%	65%	65%	Aug-19	70%	65%	65%	Sep-19	70%	65%	65%	Oct-19	70%	65%	65%	Nov-19	70%	68.82%	68.82%	Dec-19	70%	68.82%	68.82%	Jan-20	70%	68.82%	68.82%	Feb-20	70%	68.82%	68.82%	Mar-20	70%	85.51%	85.51%	<ul style="list-style-type: none"> With Pay Progression changing as of April 2020, a working group has been set-up to look at the impact of this, with regards to the PADR Policy, guidelines and paperwork. There will also be discussions had on the basis of placing PADR paperwork onto ESR. The NWSSP are yet to provide guidance on the Pay Progression policy. Work is being completed from various HB's in Wales regarding PADR paperwork. The idea is to create a generic PADR document to be used across NHS Wales, which can be adapted at HB level to include values etc. A review of the PADR policy has been planned for early next year to fall in line with the February review date. However, we need to ensure we have the relevant Pay Progression information to review the Policy in the most robust way possible. PADR training continues to be delivered as part of the Managers Pathway as well as the wider Learning & OD portfolio. Reviews of the training will be determined by the outcome of the Pay Progression Policy as well as any PADR paperwork developments including the transition over into ESR. The continuing difficulties in implementing Supervisor Self Service will have implications in the eventuality of PADR paperwork being ESR driven. The results of the deep dives on Estates and facilities are yet to be explored. That said, there are and have been additional PADR training sessions put on for Estates staff.
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Operational Casework <i>Number of current operational cases.</i>	<ul style="list-style-type: none"> There has been a steady and noticeable reduction in live Employee Relations (ER) cases over the last 5 months but volume of activity is still significantly increased on averages pre Mid 2016. There has been a reduction in both Disciplinary cases over time. Numbers of grievances continue to reduce. 	<p>Number of Operational Cases</p> <p>Legend:</p> <ul style="list-style-type: none"> Number of Disciplinary cases Staff suspended (inc. suspended > 6mths) Staff suspended > 6 mths Cases continuing > 2 yrs Dignity at work Grievances ET's Capability Whistleblowing 	<ul style="list-style-type: none"> ER Tracking System has now gone live following resolution of the IG issues identified. The IO team has started work and cases are now being allocated to them for action. Following ACAS supported training looking at improving partnership working and a programme of work with managers to look at bullying and harassment a summary post events is being prepared.