

# Summary of Progress

## Workforce and OD Framework

### October 2019

Domain - Leadership, Culture and Staff Development	
Objective	Progress in Last Period (August-October)
<b>EXCELLENT STAFF EXPERIENCE</b>	
Create opportunities to engage with staff on shaping the future of the Health Board	<ul style="list-style-type: none"> <li>• #ShapingSBUHB is continuing to evolve and we are currently focusing our resource on the #LivingOurValues campaign, as one of the top 10 suggestions voted on and requested by our people.</li> <li>• To date <b>over 400 pledges</b> have been signed, <b>21 bespoke workshops/stands</b> delivered along with all Unit team briefs, as part of <b>Anti-bullying Week Singleton Stronger Together Conference and Primary &amp; Community Services Learning Day and Wellbeing Champions' Development Days</b>, with <b>8 sessions planned</b> and <b>an additional 27 requests for sessions which are continuing to grow.</b></li> <li>• The campaign was championed at the October leadership Summit by the Director of Corporate Governance and further pledges were signed and returned to Health Board Leaders for them to display in their areas.</li> <li>• #Youvebeenpledged commenced as part of the campaign to enhance the movement and its visibility on Twitter where colleagues nominate each other or teams to sign their pledges.</li> <li>• <b>#LOV Actually was launched on 1<sup>st</sup> December 2019 as this year's festive countdown. The countdown aims to shine a spotlight on a team or individual #LivingOurValues pledge each day in December using the well-known festive film 'Love Actually' as the theme to maximise impact and is championed by Executive Team.</b></li> <li>• 8<sup>th</sup> October 2019 Staff Experience &amp; OD attended a national forum hosted by the National Collaboration</li> </ul>

	<p>Commissioning Unit (NCCU) to scope the OD support required as part of ED Quality &amp; Delivery Framework.</p> <ul style="list-style-type: none"> <li>• Further work is to be undertaken with leads at Morriston ED to take this forward.</li> <li>• Ongoing involvement in 'Measuring Colleague Experience – Developing an NHS Wales Approach for 2020', in order to influence and help inform the direction of future NHS Wales Staff Surveys</li> <li>• 2 members of the Staff Experience &amp; OD Team completed their training on digital storytelling during November 2019 and 1 of the staff stories recorded as part of their training will be taken forward and shortly presented at Executive Team to enhance learning and understanding around how the Procurement Process impacted on their Staff Experience.</li> </ul>
Develop our approach to supporting staff who have raised concerns	<ul style="list-style-type: none"> <li>• Freedom to speak Up Guardian service</li> <li>• 41 contacts to date (May – September) plus an additional 9 since October's report.</li> <li>• 111 awareness sessions by Guardians across the Health Board including presentations to departments, wellbeing champions and weekend awareness stands held across all main sites. Further sessions are being co-ordinated to run from January to May 2020.</li> <li>• Monthly monitoring meetings continue with Director of W&amp;OD and 8-weekly meetings with Interim Chair as non-executive sponsor.</li> <li>• The first 6-month report and recommendations from The Guardian Service was presented to Audit Committee on 21<sup>st</sup> November 2019 and Health Board on 28<sup>th</sup> November 2019.</li> <li>• Investigations on retendering for an independent provider for staff to raise concerns 24/7 365 days a year has commenced and was supported by Board.</li> </ul>

<p>Undertake listening sessions with departments to understand issues and produce ideas for improvement and feedback for action planning</p>	<ul style="list-style-type: none"> <li>• As detailed in objective 1, a large portion of resource has been injected into the #LivingOurValues Campaign.</li> <li>• In addition, and as part of the #ShapingSBUHB agenda, work has been undertaken with NPTH nurses to pilot flexible work arrangements (i.e. moving to longer shifts) for Wards C, D, and E.</li> </ul> <p>The flexible working pilot for NPTH Wards C, D and E has run for 3 months and a review is to be undertaken during November/December with the staff themselves being able to speak to a member of Staff Experience &amp; OD during set dates and times on the Wards (including evening sessions). This aims for a more detailed evaluation of the change including the benefits and drawbacks for staff and patients.</p> <ul style="list-style-type: none"> <li>• 2 members of the Staff Experience &amp; OD Team completed their training on digital storytelling during November 2019 and 1 of the staff stories recorded as part of their training will be taken forward and shortly presented at Executive Team to enhance learning and understanding around how the Procurement Process impacted on their Staff Experience.</li> <li>• <b>8 1:1 Coaching Sessions</b> have been provided and <b>4 Coaching Supervision</b> sessions provided by Staff Experience &amp; OD.</li> </ul>
<p>Work in partnership with delivery units on the results of the 'NHS Wales 2018' Staff Survey to develop clear plans to act, engage and communicate with staff.</p>	<ul style="list-style-type: none"> <li>• All Investigating Officers now in post</li> <li>• ACAS Training focusing on Appropriate Behaviours in the workplace continues and has been built in as a core module as part of the Management Pathway</li> <li>• <b>2 Sessions</b> on Better Relationships at Work were delivered by the Staff Experience &amp; OD Team as part of Anti-Bullying Week, the week of the 11<sup>th</sup> November 2019, which saw <b>13 staff</b> attending and <b>2 sessions</b> on Positive Psychology at Work as part of Singleton Stronger Together on 27<sup>th</sup> November 2019 saw <b>32 staff attending</b>.</li> </ul>

	<ul style="list-style-type: none"> <li>• #LivingOurValues Campaign continues to be rolled out as detailed in objective 1 and 3.</li> </ul>
<b>Awards and Recognition</b> Continue to deliver a 'Staff Recognition Programme', including long service awards, patient choice awards, and staff recognition events	<p><b>Patient Choice Awards:</b></p> <ul style="list-style-type: none"> <li>• NPTH <b>took place</b> on 24<sup>th</sup> September 2019, and saw <b>4 individuals and 3 teams recognised</b>.</li> <li>• Singleton Hospital took place 1<sup>st</sup> November, and saw <b>8 teams and 31 individuals recognised</b>.</li> <li>• Further events are planned for November and December 2019.</li> </ul> <p><b>Long Service Recognition:</b></p> <ul style="list-style-type: none"> <li>• Long service awards ceremony held 1<sup>st</sup> October 2019 and 5<sup>th</sup> November where <b>175 qualifying staff</b> received recognition for both 25+ and 40+ years' NHS service.</li> </ul> <p><b>Living Our Values Awards – Celebrating the Swansea Bay Way :</b></p> <ul style="list-style-type: none"> <li>• We are currently progressing the re-branding and re-launch of the former Chairman's VIP Awards in line with #LivingOurValues Campaign and #ShapingSBUHB movement.</li> </ul>
<b>Workforce Equality</b> Review our Strategic Equality Objectives for 2020-2024 under the Welsh specific equality duties	<p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>• Initial discussions with the Executive Team at an Equality workshop on 8 October.</li> <li>• Engagement with key stakeholders to gather their views on the Equality Objectives at the Health Board's Accessibility Reference Group on 25 October and the Stakeholder Reference Group on 5 November.</li> </ul> <p><b>Evidence review</b></p> <ul style="list-style-type: none"> <li>• Evidence from the Equality and Human Rights Commission publication 'Is Wales Fairer' (2018) and our early engagement is being used to prepare the Health Board's draft Equality Objectives for consultation in the new year.</li> </ul>
We will support the development of staff Network's : Womens, BME etc	<ul style="list-style-type: none"> <li>• Launch of BAME Network</li> <li>• Promotion of networks during training sessions</li> <li>• Fostering relations between networks</li> <li>• Exploratory conversations with Chwarae Teg</li> </ul>

Promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work.	<ul style="list-style-type: none"> <li>• <b>Allies EqualiTEA</b> On 4<sup>th</sup> September.</li> <li>• <b>Celebrating Cultural &amp; Ethnic Diversity Event</b> On 8<sup>th</sup> October.</li> <li>• <b>Equality Training Sessions</b></li> <li>• <b>LGBT+ Inclusion Sessions</b></li> <li>• <b>Induction</b></li> <li>• <b>Policy to support staff transitioning and all trans* staff</b> During September.</li> <li>• <b>Pride Cymru</b> On 24<sup>th</sup> August</li> <li>• <b>World Mental Health Day</b> On 10<sup>th</sup> October</li> <li>• <b>PROJECT Search launch</b> On 12<sup>th</sup> September</li> </ul>
We will support the development of staff Network's : Womens, BME etc	<ul style="list-style-type: none"> <li>• Launch of BAME Network</li> <li>• Promotion of networks during training sessions</li> <li>• Fostering relations between networks</li> <li>• <b>Fostering relations with networks in other organisations</b></li> <li>• Exploratory conversations with Chwarae Teg</li> </ul>
We will continue to be a member of the Stonewall Diversity Champions Programme (Britain's leading best practice employers' forum for LGBT+ equality, diversity and inclusion).	<ul style="list-style-type: none"> <li>• Working closer with Stonewall</li> </ul> <p>The Health Board is using Stonewall more than it has done before and consulting with the organisation on any LGBT+ issues, as well as utilising resources they have available. Opportunities offered by Stonewall are also circulated to Calon members.</p>
<b>EXCELLENT LEADERSHIP</b>	
<b>Leadership Development</b> Develop our Board and Leadership Teams through a targeted Kings Fund Leadership Development Programme	No Update
Establish and embed a series of Leadership Summits to facilitate multidisciplinary leadership development and the sharing of best practice.	<ul style="list-style-type: none"> <li>• We have recently had our 2<sup>nd</sup> leadership summit of 2019 attended by 130 – 150 managers.</li> <li>• This was well evaluated.</li> <li>• Planning is underway for the next Leadership Summits and the Leadership Masterclasses.</li> <li>• <b>The next leadership summit has been planned for the 12<sup>th</sup> February 2020, where Professor Michael West has been secured as keynote speaker.</b></li> </ul>
Continue to focus on leadership behaviours and cultural change through the roll out of Footprints. Roll out the senior leadership behaviour and cultural leadership programme Bridges to band 8as and above.	<ul style="list-style-type: none"> <li>• There have been 3 cohorts of our revised '<b>Impact</b>' leadership programme, 51 members of staff so far</li> <li>• <b>Footprints</b> has now been established for <b>over</b> 2.5 years.</li> </ul>

	<ul style="list-style-type: none"> <li>• Delivery to <b>67</b> cohorts which accounts for <b>998</b> members of staff</li> <li>• 29 cohorts of Footprints for 2020</li> <li>• <b>Bridges</b> has been established for 1 year.</li> <li>• Delivered training to <b>10</b> cohorts, which accounts for <b>96</b> senior managers.</li> <li>• 12 cohorts booked for 2020.</li> </ul>
Support medical leadership development through the relaunched consultant development programme and access to Academi Wales Medical Leadership Programme.	<ul style="list-style-type: none"> <li>• The first cohort of the Consultant Development Programme have now completed their training.</li> <li>• Cohort 2 has recently started and has 21 attending. We have 2 cohorts booked for 2020.</li> </ul>
<b>Coaching</b> Refresh our coaching strategy and increase our internal coaching capacity, through investment and training	<ul style="list-style-type: none"> <li>• <b>85</b> individuals have attended the Coaching for Impact course since April 2019</li> <li>• To build on this, we have embedded the programme into the new mandatory Managers Pathway which will ensure all new managers attend</li> <li>• A coaching Framework document has been created together with a coaching policy and tool kit available for coaches to use within their coaching sessions. <b>Framework and policy are currently undergoing consultation.</b></li> <li>• A total of <b>21</b> staff remain working towards finishing their qualification <b>with 1 already complete.</b></li> </ul>
<b>EXCELLENT MANAGERS</b>	
<b>Management Development</b> Agree an Organisational approach for the development of 'People Management Skills' which includes baseline standards and competencies.  <b>Continue to establish and develop the roll out of 'Managers Pathway' to support all new and existing managers and leaders within SBUHB</b>	<ul style="list-style-type: none"> <li>• 46 managers signed up to our first cohort of managers pathway all of whom are now <b>five</b> months into their yearlong programme.</li> <li>• Cohort 2 of Managers Pathway will start on January 17<sup>th</sup> 2020 of which <b>80</b> managers have signed up to date.</li> <li>• <b>Managers Pathway has recently been advertised on the Intranet, which has resulted in a significant increase in registration for Cohort 2.</b></li> </ul>
Provide leaders and managers with change management skills through the development of a toolkit approach that focuses on individual reactions to change	<ul style="list-style-type: none"> <li>• Change Management Skills are provided to managers throughout our range of leadership and management programmes through sharing a variety of tools, models and theories designed to increase awareness of both self and others reactions to change</li> </ul>
Support managers and teams using a range of bespoke development interventions, to facilitate self-reflection feedback and improvement	Learning and Development Department has received on average two bespoke requests a week including themes of:

	<ul style="list-style-type: none"> <li>Teams needing support – generally involved exploration of effective working relationships; managing challenge and conflict; appreciation of diversity preference.</li> <li>Introduction to change management and leadership in practice</li> <li>Values exploration and living the Health Board's values</li> <li>Delivery of Resilience and Wellbeing session as part of the new Nurse Induction Programme on 22<sup>nd</sup> October 2019</li> </ul>
<b>PADR</b> Improve workforce productivity through performance management to meet out 85% PADR Target	<ul style="list-style-type: none"> <li>As of November 2019, SBUHB PADR compliance is 65.45% with a head count of 11,712 and a total of 7,665 staff having a PADR recorded within ESR</li> </ul>
Continue to support managers to deliver effective PADRs	<ul style="list-style-type: none"> <li>Additional PADR Training for Estates staff. <ul style="list-style-type: none"> <li>Revamp of PADR Training in line with Pay Progression updates and the transition of PADR paperwork onto ESR. .</li> </ul> </li> </ul>
<b>Statutory and Mandatory Training</b> Improve workforce productivity through performance management to meet our 85% Mandatory training target	<ul style="list-style-type: none"> <li>Nov 2019 Compliance is 80.22% an increase of 1.10%</li> </ul>
Work with subject matter experts to ensure that Mandatory Training across ABMU is fit for purpose. Scoping levels of competency against previous training and knowledge to ensure recognition of prior learning and correct levels of competence recorded.	<ul style="list-style-type: none"> <li>Identification of essential training requirements over and above the Mandatory &amp; statutory requirements as the next major phase to consider.</li> <li>Meeting have been taking place with an agreement of Midwifery to identify a pilot programme. Further meetings have been held to identify other pilot areas that include Radiology, Physiotherapy and Speech &amp; Language. The work will entail reducing the number of position numbers that staff are recruited to and working with the ESR team to control the changes.</li> </ul>
<b>IAT Inter Authority Transfer</b> When staff transfer from another NHS organisation an IAT is requested that transfers the individual's information. In terms of Mandatory Training, this has not been working	<ul style="list-style-type: none"> <li>Meeting with Shared Services and Recruitment, Payroll, ESR and Learning &amp; Development to understand the reasons. This will ensure staff are not required to refresh their Mandatory Learning unnecessarily. This is ongoing.</li> </ul>
<b>EXCELLENT PATHWAYS</b>	
<b>Career and Talent Pathways</b> Further develop and extend our ABMU Apprentice Academy, offering opportunities for new staff to join the health board and existing staff.	<ul style="list-style-type: none"> <li>Ongoing with regular recruitment across the organisation.</li> <li>200+ apprentices recruited so far. 75% retention rate.</li> </ul>

	<ul style="list-style-type: none"> <li>Currently 573 existing staff enrolled on apprentice frameworks at a range of levels including: <ul style="list-style-type: none"> <li>Business Admin Level 4 - 26</li> <li>Human Resource Management Level 5 – 12</li> <li>Learning &amp; Development Level 3 – 1</li> <li>Management Level 3 – 42</li> <li>Management Level 4 – 63</li> <li>Management Level 5 – 48</li> <li>Project Management Level 4 - 15</li> <li>Team Leading Level 2 – 12</li> <li>Health Care Support Level 3 - 1112</li> </ul> </li> <li>October 2019 review and pause in Apprentice Academy activity whilst awaiting review of staffing support.</li> </ul>
Work with our partners to develop new and higher level apprenticeship pathways	Ongoing - meetings held with AHP managers, Psychology leads and Medical Illustration to develop higher-level apprenticeships in partnership with Gower College.
Extend the role out of 'Project Search' into Swansea and Neath.	Project search launched in Morriston in September 2019 with 7 interns on placements in Catering, Cardiology, Pathology, Linen Room, Stores and Domestics. Positive first term review.
Further develop our all age Vocational Training contracts and engagement contracts. Working with partners across the public and 3 <sup>rd</sup> sector to engage our communities. Offer guaranteed interviews for those completing training pathways for apprenticeship roles.	<ul style="list-style-type: none"> <li>49 additional starts onto the Vocational Training Programme</li> <li>Change of Contract Provider</li> </ul>
Further develop the ABMU internal graduate scheme	<ul style="list-style-type: none"> <li>The six Graduate Trainee Managers forming Cohort 2 of Swansea Bay UHB's Graduate Trainee Management Development Programme – Graduate Gateway, started their two-year journey on September 2<sup>nd</sup> 2019.</li> <li>Having completed their seven-week Cook's Tour on October 28th they started their first seven week placements, one in each Service Delivery Unit on October 28th.</li> <li>Initial plans to advertise for Cohort 3 in October 2019 and start their programme in February 2020 have been delayed pending the results of ongoing discussions regarding funding.</li> </ul>
Work with HEIW to introduce NHS Wales Talent Management Scheme for Tiers 1-3 and consider local	<ul style="list-style-type: none"> <li>Swansea Bay University Health Board continues to be actively involved in the development of the NHS</li> </ul>



implementation of national principles for other levels of staff.	<p>Talent Management Scheme for Tiers 1-3 and uses its influential voice whilst attending numerous workshops on the design and development of this model.</p> <ul style="list-style-type: none"> <li>Members of the Learning and Development Department make effective use of their extensive pan Wales networks participating in a variety of HEIW hosted opportunities such as the recent 'Compassion starts with me' and 'Collective Leadership' events.</li> <li>The L&amp;D Department continues to provide Bespoke Interview Preparation Mentoring / Coaching</li> </ul>
Facilitate individual career pathways within ABMU by ensuring that there is delivery of a fit for purpose Values Led Induction Programme, opportunities for individuals to develop during employment and support preparation for retirement through the delivery of pre-retirement programme.	Programmes ongoing including signposting to FE partners to enrol staff on apprentice frameworks to meet their training needs.
<b>Domain – Workforce Resourcing</b>	
<b>RECRUITMENT - Medical</b>	
Increase the core medical workforce	<p>Multiple recruitment campaigns under way including:-</p> <ul style="list-style-type: none"> <li>Current and previous Bapio visits to India. Recent trip has resulted in 25 offers.</li> <li>Design your own job</li> <li>Trialling F3s or Junior clinical fellow posts.</li> <li>Working with Medacs and other agencies around permanent recruitment</li> <li>Over establishing to deal with unexpected gaps on rotas.</li> <li>Reviewing the Consultant recruitment process</li> <li>Working with HEIW and NSWWP around the single lead employer for doctors in training</li> <li>Signed up to an enhanced BMJ package for targeted recruitment. Now implemented.</li> </ul>
<b>RECRUITMENT – Nursing</b>	
Increase the core nursing workforce	<p>Multiple approaches being pursued:-</p> <ul style="list-style-type: none"> <li>Recruitment campaign for overseas nurses from a range of countries is underway with HCL. (Exploring the possibility of utilising Medacs to do the same).</li> <li>Introduced a new role of Assistant practitioner at band 4 level and band 3 Trainee Assistant Practitioners.</li> </ul>

	<ul style="list-style-type: none"> <li>Continuing with a health board wide recruitment campaign and utilising marketing materials recently purchased.</li> <li>Successfully recruited to all our commissioned places for the part-time nursing degree.</li> <li>Continuing with the revised recruitment approach for Return to Practice nurses.</li> <li>Recruiting to a new post of band 5 clinical academic registered nurse. These innovated posts will be offered in our hard to recruit areas.</li> </ul>
<b>RECRUITMENT - Therapies and Health Science</b>	
Increase the core Therapies and Health Science Professions.	<ul style="list-style-type: none"> <li>Streamlining being introduced by HEIW in 2020</li> <li>Part time secondment from physio to support the workforce planning and R&amp;R agenda.</li> <li>Work underway around the Psychology workforce who are running at a 50% vacancy level</li> </ul>
General	<ul style="list-style-type: none"> <li><b>January/February 2020</b> establish a think tank to look at what the HB should do in terms of strategic recruitment and retention. Some of this is resource dependant</li> </ul>
<b>REDUCE TURNOVER RATES AND IMPROVE STAFF RETENTION</b>	
Reduce turnover and improve staff retention.	<ul style="list-style-type: none"> <li>Working on the standard of induction for overseas doctors. <b>Recently met with cultural leaders in the community.</b></li> <li>Meeting in November with Taha Idris to explore cultural links in the community</li> <li>November/December establish a think tank to look at what the HB should do in terms of strategic recruitment and retention. Some of this is resource dependant</li> <li>Hot spot analysis undertaken for newly qualified nurses</li> </ul>
<b>DEVELOP INTERNAL STAFF BANK</b>	
Participate in the creation of a single all wales staff bank in partnership with NWSSP	The scheme is referred to as the collaborative bank. The project is currently working through some technical issues and a start date is not yet available. <b>System go live agreed for April 2020 following software changes being tested and available for use.</b>
Proactive marketing and the development of incentives to improve recruitment to the nurse bank. This will include the introduction of weekly pay	Proposals for enhanced payments for staff above band 6 who undertake band 5 shifts has been approved by leadership team <b>Bulletin issues and systems changed to ensure we can accurately assess take up of this offer.</b> This is aimed at increasing the numbers of substantive staff on the bank and thus reduce agency costs.

Internal bank	<ul style="list-style-type: none"> <li>Roll out of the medical Bank by 15<sup>th</sup> December 2019</li> </ul>
<b>Domain – Workforce Efficiency</b>	
<b>STAFF HEALTH AND WELL-BEING</b>	
The transformation of Occupational Health services will continue to include a more multidisciplinary approach using Allied Health Professionals and the Health Board is developing a sustainable service model.	<p>Waiting time for Doctors and Nurses reduced to 3 weeks. AHP's and Nurses typing and sending OH reports on day of appointment when possible.</p> <p>As a result of pre-employment workshop held in September Recruitment Services have completed function to clear internal staff via self-declaration process reducing times for staff to commence new posts.</p> <p>IGB funds enabling scanning of all paper OH records (plan to complete Feb 2019)</p> <p>480 management referrals received Oct &amp; Nov 19</p> <p>764 pre-employment's cleared Oct &amp; Nov 19</p> <p>Continue to deliver OH service to CTM UHB via SLA.</p>
Continue to develop the Invest to Save funded 'Staff Wellbeing Advice and Support Service' which provides staff with a single point of access to gain timely health and wellbeing support, particularly related to stress, anxiety and depression and musculoskeletal problems.	<p>Approx. 221 referrals during October and November - 75% for mental health support and 25% for musculoskeletal support</p> <p>36 Physiotherapy Work based assessment undertaken during reporting period</p> <p>Business case for continuation funding of the service prepared and discussed with Execs</p>
Develop interventions to focus on mild to moderate mental health problems.	<p>Staff Counsellor working with Powys HB staff to implement a pilot of 'Silver cloud' – NHS Wales developed on-line CCBT tool</p> <p>All Wellbeing staff trained in CBT, Mindfulness and suicide prevention/management to provide self-management strategies for mild-moderate mental health.</p>
Continue to develop our network of—Wellbeing champions (WB Champions) who can signpost colleagues to health and wellbeing services.	Additional 33 WB Champions joined the network during October and November taking the total to over 350 WB Champions in SBU.

	<p>4 Autumn workshops were delivered in Oct and Nov 2019, 117 staff attended.</p> <p>A survey of the Champions showed 2,023 employees are aware of a Champion in their work location and approx. 1 Champion to every 38 employee's</p>
Implement training for managers to use the Health and Safety Executive Stress Management Standards alongside training in managing mental health in work	<p>4 sessions of HSE Work related stress for managers delivered October and November (34 staff)</p> <p>4 sessions of managing mental health at work – 16 attendee's</p>
Working closely with related organisations such as Time to Change Wales (T2CW) to reduce the stigma and discrimination of mental health.	<p>2 workshops delivered Oct and Nov (one as part of the Manager's Pathway organised by L&amp;D Team), 20 staff attended in total.</p> <p>The team continues to engage with the T2CW campaign. One presentation was delivered in October, and one is planned for December. There is a plan being developed for T2CW to deliver training to staff who are interested in becoming T2CW Champions.</p>
Continue to deliver initiatives such as Self-management for mental health, Mindful Menopause and Stress Awareness sessions.	<p>1 session of Mindful &amp; Meaningful Living – 11 attendee's</p> <p>2 sessions of Mindful Menopause – <i>delivered for HEIW</i> 30 attendee's</p> <p>2 courses of Managing Your Wellbeing delivered</p>
Work in partnership with Welsh Government to deliver the 'In Work Support' service which supports the health and wellbeing of employees in small-medium enterprises	<p>156 referrals to the service during October and November 19</p> <p>3 business breakfast seminars held for local businesses to engage with the service and increase awareness of support available</p> <p>20 Workplaces health programmes in development with local SME's</p>
The Health Board achieved revalidation of the Gold Corporate Health Standard in 2016 and a plan will be developed to assess our organisational readiness for the Platinum Award	No update
Ensure that staff receive the flu vaccine, the rate, for 2017/18 was 58.5%. We hope to exceed the target of 60% in forthcoming years.	Refreshed marketing campaign for 19/20 with monies from charitable funds to support this along with new role of 'staff flu campaign coordinator' to interface with DU's and increase uptake. <b>At the end of week 8</b>

	(22/11/19), 4575 vaccinations had been administered with 52% of frontline staff having been vaccinated.
<b>REDUCE VARIABLE PAY and EFFICIENT STAFF DEPLOYMENT</b>	
<b>Medical</b> <ul style="list-style-type: none"> <li>Undertake a comprehensive review of junior doctor rotas across the Health Board using the Kendal Bluck analysis as the starting point for this exercise</li> <li>Fully implement the e Job Planning system and undertake a review of all job plans to ensure they are aligned to service need and priorities. In parallel review annual leave allocations to ensure these are appropriate</li> <li>In Morriston, implement the ED workforce plan which aligns workforce, skills and activity</li> <li>Continue to seek opportunities to convert long term locums into substantive posts or re-negotiate agreed rates</li> <li>Implement "Locum on Duty" to introduce a digital booking and approval system to increase transparency and good intelligence to help scrutinize and challenge decisions and spend.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of E job planning. 50% of job plans on the system.</li> <li>Scrutiny of job plans and annual leave utilisation.</li> <li>Roll out of Locum of Duty by 15<sup>th</sup> December 2019</li> <li>Exploring the purchase of a rostering and annual leave module for the medical workforce.</li> </ul> <b>Kendall Bluck ED</b> <ul style="list-style-type: none"> <li>Meeting held with Execs and KB. Further work to be undertaken by November with the view to implement the proposals. Final plan received and considering the implications of this.</li> <li>Achieved £300K plus savings as a result of the replacement of long term locums with more work planned.</li> </ul>
<b>Nursing</b> <ul style="list-style-type: none"> <li>Complete the e rostering roll out on all sites</li> <li>Establish systems to monitor and review compliance with new practices and the approved Rostering Policy to ensure the expected efficiencies in practice are being realised</li> <li>Deploy the Safecare module across all sites</li> <li>Review all bank and agency controls and strengthen the role of the bank office in efficient deployment monitoring</li> <li>Primary and community – discrepancy in banding/pay between HB and independent practice is seeing a shift of newly trained Advanced Practitioners from our secondary and community care areas. We are consider devising a rotational</li> </ul>	<ul style="list-style-type: none"> <li>Morriston &amp; Singleton are complete. Work is now beginning with NPT to revise their practices and ensure that the data is correct so that we can scrutinise the efficiency.</li> <li>Each DU has implemented scrutiny processes to monitor efficiency and compliance with policy.</li> <li>This is planned to begin in February 2020.</li> <li>A review is taking place with a proposal to amend the structure.</li> </ul> <p>No Update</p>

<p>scheme for APs between community and independent General Practice to help retain APs and create partnerships with independent practice. This can be explored through a pacesetter ANP Academy project.</p>	
<p><b>ENSURE STAFF OPERATE AT THE TOP OF THEIR LICENCE</b></p> <ul style="list-style-type: none"> <li>• A review role of ward manager to support the development of skills and competencies to fulfil the role effectively</li> <li>• A review of Therapies &amp; Health Science managerial infrastructures to ensure these are aligned to the new footprint of the new Health Board</li> <li>• Support the Professional Development Nurse roles in Primary and Community services to continue to scope the training and development deficits within nursing staff. Act to ensure competencies are complete for extended skills roles to help maintain and advance our alternative workforce clinical input in Primary Care, Out of Hours services, secure environments and community settings.</li> </ul> <p>Support and facilitate the introduction of the round house model in urgent care out of hours services to ensure the most effective use of medical personnel.</p>	<ul style="list-style-type: none"> <li>• Work in progress</li> </ul>
<p><b>RIGHTSIZED STAFFING ESTABLISHMENTS</b></p> <ul style="list-style-type: none"> <li>• A review ward skill mix to ensure staffing is aligned to the requirements of the Nurse Staffing Act and agree the registered nurse skill mix profile by ward</li> <li>• Review of consistency of HCSW bandings</li> <li>• Benchmark therapies and health science staffing levels to ensure establishment for aligned to service needs</li> <li>• Develop a workforce change plan to deliver the required changes to the workforce profile</li> </ul>	<ul style="list-style-type: none"> <li>• The HB continues to progress implementation of the NSA with 6 monthly tri-angulated assessments being undertaken by the DoN, W&amp;OD and UNDS. The current 6 monthly assessment outcome will be reported to the November HB meeting.</li> <li>• There are multiple Job Descriptions and Titles for Band 2 and 3 Health Care Support Workers (HCSW). These may be inconsistent in their scope of practise and alignment to the HCSW Career Framework. There is a need for a clear pathway for developing assistant practitioners for the future at Level 4 of the HCSW Career Framework.</li> <li>• The Therapies HVO work stream are considering benchmarking data for therapies and health science.</li> </ul>
<p><b>SICKNESS ABSENCE</b></p> <p>Educate managers in the use of the new all Wales Managing Attendance at Work policy to ensure we</p>	<p>Circa 550 managers trained to date</p>

fully exploit opportunities to supporting staff back into work more quickly.	
Learning events and collaborative action plan with workforce, OH and TUs working in partnership to improve attendance	Trade union representatives have been invited to Managing Attendance training sessions.  10 representatives attended training to date.
Develop plan for implementation of learnings from best practise case study conducted in three areas of good sickness performance	Best practise case study re-issued  Units have elements of best practice included into Delivery Unit action plans. Due to be revised  Unit plans have been updated following focussed session on hotspots.  Revised HB improvement plan draft for approval.  New MAAW forum established
Develop and implement improvement plan for occupational health services based on data analysis and engagement with clinical teams	Plan agreed by Execs Nov 18 and delivered during 2019. Plan includes; Using IBG funds to scan all OH records (to conclude Dec 19) ; developing prudent model by reducing medical input and increasing AHP resource (medical resource halved and Physio and OT commenced); developing MDT approach (fortnightly meetings now taking place); using digital processes and solutions to improve efficiencies (new OH database, Cohort 10, implemented and digital processes in train), skill-mix considerations (Band 3 Nurse technician now in post) and Band 5-6 Nurse development posts being implemented.
Create a cultural audit tool based on work from the Kings Fund	Singleton Delivery Unit absence deep dive completed in hotspots using the cultural audit.  MH&LD commenced audits using cultural audit tool.  All unit plans include a plan of audits using the new audit approach
<ul style="list-style-type: none"> <li>Provide workshops for employees in collaboration with Health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Over 1000 staff have attended workshops since June 18 which include Work Related stress Guidance for Managers and Meaningful &amp; Mindful.</li> </ul>

	<ul style="list-style-type: none"> <li>Third Staff Wellbeing Week took place across the main sites and HQ between 16-20th September 420 staff attended wellbeing-related sessions.</li> </ul>
Review of Workforce resource allocation to support managers in the management of sickness absence	<p>Three investigating officers now commenced, allowing the operational HR team to focus in more depth on sickness improvement activity.</p> <p>Operational Workforce team implementing “Adopt a Manager” approach, providing specific coaching and support to managers in the workplace following completion of MAAW training.</p>
<b>Domain – Shape of the Workforce</b>	
<p>Workforce plans will be developed to support the following clinical service plan priorities:</p> <ul style="list-style-type: none"> <li>Integrated Primary and Community Care services and supporting the role and development of clusters to support improvements to population health</li> <li>Reconfiguration of the roles of our major hospitals and the modernisation of service delivery</li> <li>Within 2019 there will be changes to the operating model of the Health Board. Changes will be made to the organisations design and structure which will require significant workforce change support in both the design and delivery stages.</li> </ul>	<ul style="list-style-type: none"> <li>Work underway to complete the IMTP cycle at present.</li> <li>Multiple examples of role substitution, advanced practice etc.</li> <li>Developing workforce strategy for PAS. Aneurin Bevan presenting in early 2020 to share their journey</li> <li>First year for the clusters to produce their workforce plans</li> <li>Working on building a map of all the strategic service changes facing the HB to begin to assess how the workforce implications can be teased out and recorded.</li> <li>An engagement document has been published on the intranet to seek staff views and suggestions on the Health Board structure.</li> <li>The Health Board continues to develop the non-registered workforce and has recently introduced the role of Assistant Practitioner band 4 onto wards</li> </ul>
<b>Domain – Workforce and OD Function</b>	
<b>WORKFORCE CAPACITY AND STRUCTURE</b>	
<ul style="list-style-type: none"> <li>Establish new workforce structure aligned to future organisational design</li> <li>Professional develop plan for all workforce staff</li> <li>Resourcing to establish fit for purpose function</li> </ul>	<p>AD Portfolios realigned</p> <p>In progress</p> <p>Business case developed for consideration. Evidence of Executive Team support recently.</p>



<b>Digital Workforce Solutions Deployment plan</b>	
<p>To ensure that the functionality and impact of the following systems are maximised for the benefit of the Health Board:</p> <ul style="list-style-type: none"> <li>• ESR</li> <li>• Locum on Duty</li> <li>• Job Planning software</li> <li>• E rostering</li> <li>• Employee Relations software</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out of software for e job planning</li> <li>• Locum on duty</li> <li>• Exploring the purchase of a rostering and annual leave module for the medical workforce.</li> <li>• Allegations drafting training in place for October 2019</li> <li>• Operational team development day October 2019</li> <li>• Investigation Officers report writing training undertaken in September 2019</li> </ul>
<b>Employee Relations Climate</b>	
In partnership review and take forward the agreed changes in partnership working as recommended by ACAS following their review of current arrangements	Feedback session facilitated by ACAS October 2019
<b>Deliver the Basics Brilliantly</b>	
<p><b>ER Casework</b> – the volume of Employee Relations issues has been a significant drain on the workforce team. The new ER software will support the management of all cases to ensure that these are addressed in a timely and effective manner. The appointment of a team of Independent Investigation Officers will significantly support improvements in this area of work</p>	<ul style="list-style-type: none"> <li>• Investigation Officers report writing training undertaken in September 2019</li> <li>• Third IO has commenced Members of Operational Team have attended the Compassion starts with me conference.</li> <li>• <b>Concept of Just and Learning culture introduced at WOD away day, training March and May 2022</b></li> </ul>
<p><b>JE/Organisational change</b> – the years ahead will see the Health Board undertake a significant amount of organisational change. This will be focussed both delivering the changes associated with the organisational Transformation Programme and the Clinical Services Strategy. It is acknowledged that change can be very disruptive and to reduce the potential negative impact of this change must be handled sensitively, within the required policy infrastructure.</p>	<ul style="list-style-type: none"> <li>• Final sign off for post being advertised now sits with the job evaluation lead in workforce to ensure that all job descriptions have been evaluated.</li> </ul>
<b>Establish effective governance structure</b>	
<p>To support the effective operation of the workforce function there must be increased attention on the supporting governance arrangements. As a minimum this will include:</p> <ul style="list-style-type: none"> <li>• <b>Workforce and OD Committee</b> – ensure the ongoing development of the role of the W&amp;OD</li> </ul>	

<p>Committee to ensure that the Board has appropriate assurance of workforce issues</p> <ul style="list-style-type: none"> <li>• <b>Workforce and OD Forum</b> – ensure the effective establishment and operation of the newly establish W&amp;OD Forum to ensure that strategic and operational workforce issues are considered and developed with the contribution of all stakeholders</li> <li>• <b>Internal Audit recommendations</b> – to be addressed in a timely manner</li> <li>• <b>Risk</b> – to ensure a robust process of risk management is developed as part of the wider organisational risk management processes</li> <li>• Ensure all other <b>Statutory requirements</b> are met</li> </ul>	<p>Workforce and OD forum met on 19<sup>th</sup> September 2019.</p>
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