

ABM University Health Board	
17 th January 2018 Workforce and Organisational Development Committee Agenda item: 13	
Subject	Workforce Strategy and Priorities from the Integrated Medium Term Plan (IMTP)
Prepared by	Joanne Wood, Senior Human Resources Manager
Approved by	Kate Lorenti, Acting Director of Human Resources
Presented by	Kate Lorenti, Acting Director of Human Resources

1.0 Purpose

The purpose of the paper is to inform the committee on the workforce strategy and priorities from the Integrated Medium Term Plan (IMTP).

2.0 Workforce Challenges and Risks

Our IMTP highlights the following workforce challenges and risks:

- **Recruitment** - High levels of vacancies for some staff groups especially Medical and Dental and Nursing and Midwifery. Recruitment difficulties for some of our other staff groups including Therapies, Health Care Scientists and additional Professional and Scientific. In addition to recruiting domestic staff to some areas. Recruitment difficulties for GP practices require a reduction in the number of practices by 5%.
- **Retention** - Nursing and Midwifery turnover remains the highest of the staff groups and stands at 9.97% although this has reduced over the preceding 2 months. Turnover is also exacerbated by the age profile of this workforce.
- **Sickness Absence** – In month sickness absence levels for October 2017 stand at 5.87% against a Health Board target of 5%.
- **Workforce Efficiency** - Ensuring that our workforce and workforce systems are as efficient as they can be to support the reduction of variable pay.

3.0 Workforce Strategy and Priorities from the IMTP

Our workforce strategy and priorities provide a framework to support safe sustainable services and the Health Board's Recovery and Sustainability Programme through; increased recruitment and improved retention, health and wellbeing and reduced sickness absence, enhanced staff experience and embedded values, targeted training and development, workforce redesign and workforce productivity. Our workforce priorities include:

3.1 Recruitment & Retention

- Increased number of students in relevant health and life science courses.

- Local and overseas recruitment campaigns for Nursing and Medical staff.
- Develop our Recruitment Strategy.
- Implement our Nursing and Midwifery Strategy.
- Implement the working longer readiness tool.
- Maximise our Retire and Return policy.
- Monitor our Staff Experience Strategy.
- Support staff to train more flexibly to become registered.
- Support the Welsh Government initiative “Train, Work, Live”
- Undertake exit interviews and develop action plans from the results.

3.2 Enhanced staff Experience and Embedding our Values

- Monitor our staff experience strategy “In our Shoes; Creating Patient Care through Great Staff Experience”
- Continued use of recognition schemes.
- Improve management and leadership.
- Continued membership of Stonewalls diversity champions programme.
- Embed the listening model from our values based “in our/your shoes” model.
- Further develop values based recruitment.

3.3 Health & Wellbeing

- Develop a single point of access to provide timely health and wellbeing support from a multi-disciplinary team.
- Provide training to develop management skills in dealing with stress and mental health issues at work.
- Further develop the Wellbeing Champion role.
- Exceed the Welsh Government target for the proportion of staff who receives the flu jab.
- Implement delivery unit plans to achieve a 5% sickness absence target.

3.4 Targeted Training and Development

- In line with the future Generations Act (Wales) 2015 widen access to opportunities within the Health Board.
- Develop value based leadership capacity and capability at all levels.
- Further develop and embed our Apprentice Academy.
- Improve PADR and mandatory and statutory training rates.
- Support the public services Wales Graduate Scheme.

3.5 Workforce Redesign

- Redesign our primary and community workforce to develop multi-professional teams including Pharmacists, Therapists and Paramedics.
- Develop new and extended roles to support the shortage professional groups.
- Develop the non-registered workforce to allow registrants to work at the top of their license.

3.6 Workforce Productivity

- Develop options to incentivise Nurse bank take up.
- Reduce recruitment timescales.

- Improve and monitor the efficiency of nurse rostering.
- Implement the All-Wales Nurse agency contract framework.
- Review junior Doctors rotas, job planning and medical study leave to reduce reliance on agency staff.
- Roll out E-job planning for medical staff.
- Apply the All Wales agency caps for internal and external medical locums.
- Develop action plans following completion of an agency monitoring diagnostic tool.

3.7 Measures of Success

Success will be measured against the workforce and OD measures through performance reviews.

- Vacancy rates reduced to 5%.
- Turnover reduced from the 2018 baseline figure.
- Reduced variable pay by 10%.
- PADR compliance rate of 85%.
- Improvement in the overall staff engagement score.
- Sickness Absence target of 5% achieved.
- Increase level 1 competency core skills compliance to 85%.

4.0 Recommendation

The Workforce and OD Committee is asked to note this paper for information and the attached summary.

Workforce Priorities

- Support safe sustainable services through:
- Increased



Recruitment & Retention

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- Local and overseas recruitment campaigns for

Measures of Success

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Health & Wellbeing

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Workforce Redesign

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