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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	23 July 2019	Agenda Item	4.3
Report Title	Kendall Bluck Update		
Report Author	Mrs Sharon Vickery, Assistant Director of Workforce & OD		
Report Sponsor	Mrs Hazel Robinson, Director of Workforce & OD		
Presented by	Mrs Hazel Robinson, Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	To update the Workforce & OD Committee on the work commissioned with Kendall Bluck Consultancy.		
Key Issues	The report updates on the current issues with the work carried out to date.		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • Note the work carried out by Kendall Bluck • Note the ongoing work 		

KENDALL BLUCK UPDATE

1. INTRODUCTION

To update the Workforce & OD Committee on the work commissioned with Kendall Bluck Consultancy.

2. BACKGROUND

An update was expected at the July Workforce & OD Committee. In particular, this update was intended to inform the Committee around the work Kendall Bluck had carried out in the Emergency Departments at Morriston and Neath Hospitals.

A meeting was scheduled for 12th July 2019 to consider these issues together with the action plan. Unfortunately, due to IT problems the meeting was cancelled as the company could not send the reports electronically in time for this meeting.

3. FUTURE ACTIONS

- Receipt of the Emergency Department reports week commencing 15th July
- Meeting with the Chief Operating Officer, Executive Medical Director, Director of Workforce and OD, Director of Finance and Kendall Bluck to be rearranged urgently to consider the reports.
- Meeting between Kendall Bluck and the Unit Medical Director in Morriston to be held on 17th July to discuss the re-banding opportunities.
- Meeting on 30th July between Kendall Bluck and the Finance Department to clarify the savings in each area to ensure all parties understand and agree the savings calculated by Kendall Bluck.

4. GOVERNANCE AND RISK ISSUES

These reviews are part of the Medical workforce workstream and the anticipated efficiency, savings and benefits from this are part of the savings target for the Health Board.

a) Re-banding Opportunity Risk :

The recommendations in the Re-banding opportunity paper have been discussed with the Executive team and the Medical Workforce team. Whilst this was discussed as a savings opportunity it also carries the risk of rotas going into higher bands whilst carrying out the monitoring process. Additionally there is the risk of reduced medical engagement and possible retention issues. It was decided to look at comparable rotas in other Health Boards and to understand the workforce and financial risks involved in pursuing these changes before making any progress. These are being discussed with the Unit Medical Director at Morriston on 17th July.

b) In year Savings and Double Counting of savings:

All the financial savings in the Kendall Bluck recommendations are annualised figures. Recognising it is already the fourth month of the financial year the In-year savings in 2019-20 will possibly be less than the numbers in the report. Additionally some of the recommendations are already a part of the Delivery Units' CIP's or planned to be

included in the near future. For example in NPT the Medicine plan is to replace 3x locum assignments with substantive posts. This has been part of the NPT DU's CIP for the last few years. Substantive appointments have been made but the staff are not in post as of yet.

c) Recruitment:

Successful recruitment is a key factor. Recruitment is an existing workforce challenge for the Health Board. To maximise the potential savings an urgent focused and innovative approach is required. The Medical workforce workstream is working with Medacs' permanent recruitment arm and developing different recruitment initiatives. We have secured a competitive deal with the BMJ to enhance our recruitment campaign. The Deanery via HEIW have been extremely slow this year and we will not understand the final vacancy position for August until 19th July. Some areas have advertised with the intention of over establishing based on anticipated fill rates. Being notified so late however could risk patient care and could increase locum and agency spend.

5. 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.

6. RECOMMENDATION

The Workforce &OD Committee are asked to:

- Note the work carried out by Kendall Bluck
- Note the ongoing work

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 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 type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Improving the quality and supply of the medical workforce should have a positive impact on quality , safety and patient experience .		
Financial Implications		
These have been covered in the main body of the report		
Legal Implications (including equality and diversity assessment)		
Not applicable		
Staffing Implications		
As discussed in the paper above		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
N/A		
Report History	One report has been considered by the Performance and Finance Committee. This is the second report to the Workforce and OD Committee.	
Appendices	None	