

## 7. WORKFORCE UPDATES AND ACTIONS

This section of the report provides further detail on key workforce measures.

Description	Current Performance	Trend	Actions planned for next period																																							
<p><b>Staff sickness rates- Percentage of sickness absence rate of staff</b></p>	<ul style="list-style-type: none"> <li>The 12-month rolling performance to the end of March 2019 has remained the same as February and stands at 5.90%.</li> <li>Our in month performance for March 2019 has continued to follow the same improvement we achieved in February 2019, currently standing at 5.80% (down 0.36% on February 2019).</li> <li>All delivery units have shown an in month improvement for March 2019 performance. With NPT demonstrating the biggest reduction of 0.86%.</li> </ul>	<p><b>% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)</b></p> <table border="1"> <caption>Estimated data from the chart</caption> <thead> <tr> <th>Month</th> <th>% sickness rate (12 month rolling)</th> <th>% sickness rate (in-month)</th> </tr> </thead> <tbody> <tr><td>Apr-18</td><td>5.8%</td><td>5.5%</td></tr> <tr><td>May-18</td><td>5.8%</td><td>5.5%</td></tr> <tr><td>Jun-18</td><td>5.8%</td><td>5.6%</td></tr> <tr><td>Jul-18</td><td>5.8%</td><td>5.7%</td></tr> <tr><td>Aug-18</td><td>5.8%</td><td>5.7%</td></tr> <tr><td>Sep-18</td><td>5.8%</td><td>5.7%</td></tr> <tr><td>Oct-18</td><td>5.8%</td><td>5.8%</td></tr> <tr><td>Nov-18</td><td>5.8%</td><td>5.9%</td></tr> <tr><td>Dec-18</td><td>5.8%</td><td>6.0%</td></tr> <tr><td>Jan-19</td><td>5.8%</td><td>6.0%</td></tr> <tr><td>Feb-19</td><td>5.8%</td><td>5.9%</td></tr> <tr><td>Mar-19</td><td>5.9%</td><td>5.8%</td></tr> </tbody> </table>	Month	% sickness rate (12 month rolling)	% sickness rate (in-month)	Apr-18	5.8%	5.5%	May-18	5.8%	5.5%	Jun-18	5.8%	5.6%	Jul-18	5.8%	5.7%	Aug-18	5.8%	5.7%	Sep-18	5.8%	5.7%	Oct-18	5.8%	5.8%	Nov-18	5.8%	5.9%	Dec-18	5.8%	6.0%	Jan-19	5.8%	6.0%	Feb-19	5.8%	5.9%	Mar-19	5.9%	5.8%	<ul style="list-style-type: none"> <li>Outputs of best practice case study conducted in three areas of good sickness performance (PoW case study), are now incorporated into each DU's attendance action plan deliverable from May 2019.</li> <li>New attendance audit for Swansea Bay has been developed and is currently in use in MH&amp;LD Delivery Unit with the remaining Delivery Units scheduled for June 2019.</li> <li>Review of pilot Focusing on early communication and additional support to aid early RTW for Short-term Absences, which began end of April 2019 within Facilities and Hotel Services. Official absence report is due June 2019, however sickness cases are reducing since trial has been in place.</li> <li>Continuation of training sessions for managers regarding the new all-Wales Managing Attendance policy.</li> <li>Request for additional resources to support the delivery of the new attendance policy training, to be reviewed by the Executive Team.</li> <li>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 TI monies, resulting in reduced waiting times for management referrals to 2 weeks. Scanning of all OH records has commenced to enable an e-record by Sept 2019 with planned increased efficiencies.</li> </ul>
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<p><b>Mandatory &amp; Statutory Training- Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation</b></p>	<ul style="list-style-type: none"> <li>Over the past month compliance against the 13 core competencies has risen from 74.37% to 75.30%. This is a 0.93% increase from the previous month and a 20.73% rise since April 2018.</li> <li>This equates to approximately 2000 new competencies being completed in the last month</li> </ul>	<p><b>% of compliance with Core Skills and Training Framework</b></p> <table border="1"> <caption>Approximate data from the compliance 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>Apr-18</td><td>50</td><td>50</td></tr> <tr><td>May-18</td><td>52</td><td>52</td></tr> <tr><td>Jun-18</td><td>54</td><td>54</td></tr> <tr><td>Jul-18</td><td>56</td><td>56</td></tr> <tr><td>Aug-18</td><td>58</td><td>58</td></tr> <tr><td>Sep-18</td><td>60</td><td>60</td></tr> <tr><td>Oct-18</td><td>62</td><td>62</td></tr> <tr><td>Nov-18</td><td>64</td><td>64</td></tr> <tr><td>Dec-18</td><td>66</td><td>66</td></tr> <tr><td>Jan-19</td><td>68</td><td>68</td></tr> <tr><td>Feb-19</td><td>70</td><td>70</td></tr> <tr><td>Mar-19</td><td>72</td><td>72</td></tr> <tr><td>Apr-19</td><td>74.37</td><td>74.37</td></tr> <tr><td>May-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Jun-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Jul-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Aug-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Sep-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Oct-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Nov-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Dec-19</td><td>75.30</td><td>75.30</td></tr> <tr><td>Jan-20</td><td>75.30</td><td>75.30</td></tr> <tr><td>Feb-20</td><td>75.30</td><td>75.30</td></tr> <tr><td>Mar-20</td><td>75.30</td><td>75.30</td></tr> </tbody> </table>	Month	% Level 1 compliance (ABMU HB)	% Level 1 compliance (SBU HB)	Apr-18	50	50	May-18	52	52	Jun-18	54	54	Jul-18	56	56	Aug-18	58	58	Sep-18	60	60	Oct-18	62	62	Nov-18	64	64	Dec-18	66	66	Jan-19	68	68	Feb-19	70	70	Mar-19	72	72	Apr-19	74.37	74.37	May-19	75.30	75.30	Jun-19	75.30	75.30	Jul-19	75.30	75.30	Aug-19	75.30	75.30	Sep-19	75.30	75.30	Oct-19	75.30	75.30	Nov-19	75.30	75.30	Dec-19	75.30	75.30	Jan-20	75.30	75.30	Feb-20	75.30	75.30	Mar-20	75.30	75.30	<ul style="list-style-type: none"> <li>Delivering Invest to Save ‘Rapid Access - Staff Wellbeing Advice and Support Service’ enabling early intervention for Musculoskeletal (MSk) and Mental Health, ideally within 5 days (90 referrals monthly) and expediting to MSk diagnostics and surgery when required. This model accepted as Bevan Exemplar 2018/19.</li> <li>340 Staff Wellbeing Champions now trained to support their teams health and wellbeing and signpost to HB support services, promoting a prevention/early intervention approach.</li> <li>Monthly ‘Menopause wellbeing workshops’ commenced March 2019 across the main hospital sites.</li> </ul> <ul style="list-style-type: none"> <li>The recent re-audit of previous Internal Audit recommendations reports an improved level of assurance which is now reported as <i>reasonable</i> assurance.</li> <li>E-learning drop in sessions are continuing across the current Health Board and all sites on a regular basis, with the boundary changes coming into effect from end of March and dates programmed into POWH will be handed over to Cwm Taff to hold. Dates and location have already been handed over. This is an on-going process</li> <li>A review of the Mandatory Training framework is being arranged where all relevant Subject Matter Experts will be invited to a workshop to discuss current and to identify new trends that may need to be introduced.</li> <li>The results of the NWSSP Audit were received and feedback is still to occur, the next audit is being planned for June 2019</li> </ul>
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			<ul style="list-style-type: none"> <li>• The Mandatory Training Governance Committee has a planned meeting of 31<sup>st</sup> May to discuss content, recording, regular meetings arranged and compliance Once clarified, this would then be subject to approval via the Executive Team</li> <li>• All staff that require Learning Administrator Access have been trained and have been recorded within ESR</li> <li>• Due to the impending change of boundaries the work involved in Position numbers has taken a back step, however, will become a higher priority as we move forward identifying further training that are essential for specific areas of work and for this to be included in ESR staff competencies requirements</li> <li>• A date has been arranged June 2019 for further examination of the ESR system, we are awaiting confirmation of the identity of the person from Informatics, as the current person will no longer be involved.</li> <li>• Two new user guides have been created, a longer version which explains in detail and step by step that covers ANTT and a short version that covers Mandatory &amp; Statutory requirements incorporating the updated access and use of e-learning in a simple one click process.</li> </ul>
Description	Current Performance	Trend	Actions planned for next period
<b>Vacancies</b> <i>Medical and Nursing and Midwifery</i>	<ul style="list-style-type: none"> <li>• Continue to engage nurses from outside the UK to help mitigate the UK shortage of registered nurses. To date we have in our employ:</li> <li>• EU Nurses employed at Band 5 = 70</li> </ul>	<b>Vacancies as at March 2019 – April data is not yet available form reporting.</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

- Philippine nurses arrived in 17/18 & employed at Band 5 = 30
- Regionally 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.

Grade - Medical & Dental	Feb-19	Mar-19
21000-Consultant (M&D)	-77.81	-88.99
21100-Locum Consultant (M&D)	7.55	10.07
22110-Associate Specialist (M&D)	-12.69	-12.40
22200-Locum Associate Specialist (M&D)	0.45	0.46
22250-Specialist Dental Officer	0.42	0.42
22260-Senior Dental Officer	-0.80	-0.80
22270-Dental Officer	-1.99	-2.59
22310-Speciality Doctor (M&D)	-28.92	-29.63
22320-Locum Speciality Doctor (M&D)	-1.00	-1.00
23100-Specialty Registrar (M&D)	-142.47	-111.38
23120-Locum Specialty Registrar (M&D)	30.20	36.17
23200-Specialist Registrar (M&D)	-6.60	-6.60
23300-Locum Specialist Registrar (M&D)	-1.20	-1.20
24100-F2 foundation year 2 (M&D)	0.08	-0.26
24110-Locum F2 Foundation year 2 (M&D)	3.00	3.00
24400-F1 foundation year 1 (M&D)	-7.44	-8.46
24900-Dental Trainees in Hosp Post	3.96	3.96
25000-Clinical Assistant (M&D)	-0.37	-0.37
25100-Senior Lecturer (M&D)	-1.90	-1.90
25300-G.P.Sessions / Staff Fund	0.81	-0.06
<b>Total</b>	<b>-236.72</b>	<b>-211.56</b>

Grade - Nursing & Midwifery	Feb-19	Mar-19
2A182-Nurse Consultant Band 8B	-0.31	-0.31
2A281-Nurse Manager Band 8A	7.60	2.34
2A282-Nurse Manager Band 8B	6.26	2.64
2A283-Nurse Manager Band 8C	4.00	3.00
2A284-Nurse Manager Band 8D	-1.80	-0.80
2A451-Registered Nurse Band 5	-367.17	-414.74
2A461-Registered Nurse Band 6	-14.15	-16.80
2A471-Registered Nurse Band 7	-31.35	-35.79
2A481-Registered Nurse Band 8A	-1.84	-0.89
2A482-Registered Nurse Band 8B	0.00	1.00
<b>Total</b>	<b>-398.76</b>	<b>-460.35</b>

Grade - Health Care Support Workers	Feb-19	Mar-19
2AA21-Nursing HCA/HCSW Band 2	-48.13	-76.17
2AA31-Nursing HCA/HCSW Band 3	-39.89	-45.34
2AA41-Nursing HCA/HCSW Band 4	0.38	-1.28
<b>Total</b>	<b>-87.64</b>	<b>-122.79</b>

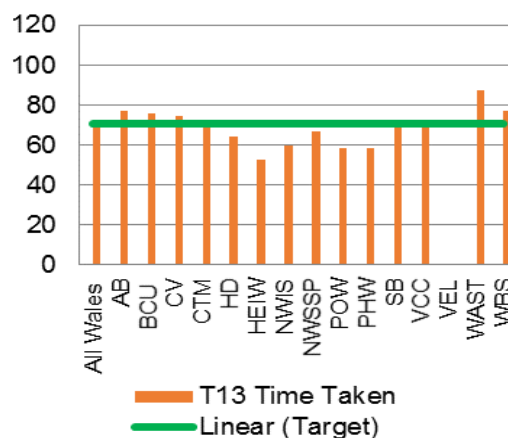
- Work is underway to develop a medical recruitment strategy in partnership with the Medical Director/ Deputy Medical Director team. The initial plans were presented to the Workforce and OD committee in February. This is due for discussion at the May Local Nursing Committee (LNC).

**Description**      **Current Performance**      **Trend**      **Actions planned for next period**

**Recruitment Metrics**  
*Metrics provided by NWSSP.*  
*Comparison with all-Wales benchmarking*

- Swansea Bay UHB overall performance now matches the target level for NHS Wales.
- Of the key measures where we are not yet at target - time to complete sifting has steadily improved towards the three day target and is at six days.

**Vacancy Creation to Unconditional Offer February 2019 (working days: including outliers) T13**



- 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 % turnover by occupational group**

- Turnover data reports held with ESR is being affected by the staff who have moved to CTM. The attached figures have been adjusted and show a small reduction in Turnover which still remains below 8% on FTE.

**Turnover Data 1<sup>st</sup> April 2018 – April 2019**

Staff Group	FTE	Headcount	Change Headcount
Add Prof Scientific and Technic	8.23%	8.50%	↓
Additional Clinical Services	6.66%	7.11%	↓
Administrative and Clerical	8.61%	8.85%	↑
Allied Health Professionals	10.05%	9.99%	↓
Estates and Ancillary	5.13%	5.60%	↑
Healthcare Scientists	8.26%	8.59%	↑
Medical and Dental	10.68%	11.85%	↓
Nursing and Midwifery	8.26%	8.77%	↓

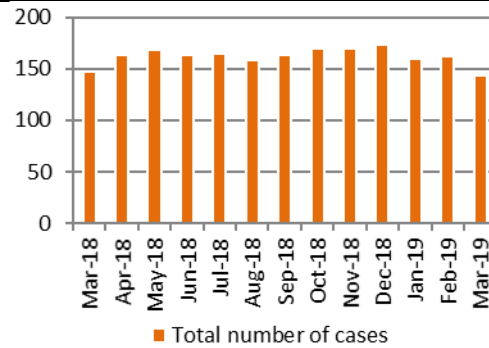
Overall Rate	FTE	Headcount	Change Headcount
Overall Rate	7.95%	8.36%	↓

- 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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<p><b>PADR</b> <i>% staff who have a current PADR review recorded</i></p>	<ul style="list-style-type: none"> <li>Staff who have had a Personal Appraisal and Development Review (PADR) as of April 2019 stands at 63.79%. This is a decline of 2.14% from March's figure of 65.93%</li> <li>Medical and Dentals results have seen a decrease in completed PADR's from 67.03% to 66.88%. This is an overall 0.15% drop in results.</li> <li>The drop in results can be attributed to the recent boundary change in April.</li> </ul>	<p><b>% of staff who have had a PADR in previous 12 months</b></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>Apr-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>May-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jun-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jul-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Aug-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Sep-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Oct-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Nov-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Dec-18</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jan-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Feb-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Mar-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Apr-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>May-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jun-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jul-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Aug-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Sep-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Oct-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Nov-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Dec-19</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Jan-20</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Feb-20</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> <tr><td>Mar-20</td><td>63.0%</td><td>63.0%</td><td>63.0%</td></tr> </tbody> </table>	Month	PADR Compliance (ABMU HB)	PADR Compliance (SBU HB)	Profile	Apr-18	63.0%	63.0%	63.0%	May-18	63.0%	63.0%	63.0%	Jun-18	63.0%	63.0%	63.0%	Jul-18	63.0%	63.0%	63.0%	Aug-18	63.0%	63.0%	63.0%	Sep-18	63.0%	63.0%	63.0%	Oct-18	63.0%	63.0%	63.0%	Nov-18	63.0%	63.0%	63.0%	Dec-18	63.0%	63.0%	63.0%	Jan-19	63.0%	63.0%	63.0%	Feb-19	63.0%	63.0%	63.0%	Mar-19	63.0%	63.0%	63.0%	Apr-19	63.0%	63.0%	63.0%	May-19	63.0%	63.0%	63.0%	Jun-19	63.0%	63.0%	63.0%	Jul-19	63.0%	63.0%	63.0%	Aug-19	63.0%	63.0%	63.0%	Sep-19	63.0%	63.0%	63.0%	Oct-19	63.0%	63.0%	63.0%	Nov-19	63.0%	63.0%	63.0%	Dec-19	63.0%	63.0%	63.0%	Jan-20	63.0%	63.0%	63.0%	Feb-20	63.0%	63.0%	63.0%	Mar-20	63.0%	63.0%	63.0%	<ul style="list-style-type: none"> <li>PADR training offered as part of the new Managers Pathway from 1<sup>st</sup> April 2019. The Managers Pathway will be a mandatory process for all new managers who have people management responsibility, including those who joined the HB over the past 12 months.</li> <li>Additional, bespoke PADR training will continue to be delivered as requested by teams and units.</li> <li>Current research project is being undertaken, its purpose is to identify themes/ practices that can be associated with either good or poor practice. On completion, recommendations will be made as to what could be done to improve future compliance.</li> <li>Internal audit report December 2018, has maintained the audit rating as <i>limited</i> assurance. Corporate level actions have been completed but there is continuing non-compliance of recommendations at a local level in some of the audit areas. The audit acknowledged the continuing difficulties of implementing Supervisor Self Service and the roll out of ESR.</li> <li>Results will be continually monitored in association with above actions.</li> </ul>
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Jun-19	63.0%	63.0%	63.0%																																																																																																				
Jul-19	63.0%	63.0%	63.0%																																																																																																				
Aug-19	63.0%	63.0%	63.0%																																																																																																				
Sep-19	63.0%	63.0%	63.0%																																																																																																				
Oct-19	63.0%	63.0%	63.0%																																																																																																				
Nov-19	63.0%	63.0%	63.0%																																																																																																				
Dec-19	63.0%	63.0%	63.0%																																																																																																				
Jan-20	63.0%	63.0%	63.0%																																																																																																				
Feb-20	63.0%	63.0%	63.0%																																																																																																				
Mar-20	63.0%	63.0%	63.0%																																																																																																				
<p><b>Operational Casework</b> <i>Number of current operational cases.</i></p>	<ul style="list-style-type: none"> <li>There has been a steady and noticeable reduction in live ER cases over the last 5 months but volume of activity is still significantly</li> </ul>	<p><b>Number of Operational Cases</b> <b>Data source is being reviewed to reflect only SB UHB data. It is planned that this SB only look backwards will be available in the June report.</b></p>	<ul style="list-style-type: none"> <li>ER system configuration completed. System testing has been completed but IG issues have resulted in a delay in clearance to use the system. No revised date for go live is available yet. User training for case handlers and system admins in preparation for testing has been completed.</li> </ul>																																																																																																				

increased on averages pre Mid 2016.

- There has been a reduction in both Disciplinary cases and in the number of grievances.



- IO shortlisting has been completed interviews will be held at the end of May.
- ACAS supported training looking at improving partnership working and a programme of work with managers to look at bullying and harassment (targeted on hot spots identified in the 2018 staff survey) has been agreed. All events completed as at 4<sup>th</sup> Feb. ACAS summary post events is being prepared. ACAS summary post events is being prepared.