

Workforce Modernisation & Efficiency -HVO Update  
Reporting Period- September 2019

1. Medical Workforce
2. Nursing
3. Therapies

Scheme Name

Medical Workforce

Original Target

£1.0m

Savings Anticipated  
FYE

£0.7m

Savings Anticipated 2019/20

£0.250m

Executive Sponsor

Richard Evans & Hazel Robinson

**Identified Objectives**

**ED Workforce & Activity Review (KB):** Complete Review of Nursing and Medical workforce in line with activity and demand in Morriston ED to deliver a proposed workforce model and plan by July 2019

**Junior Doctor Rota review (KB):** Implement the recommendations signed off on the rota review completed by Kendall Bluck to achieve the safety, efficiency and financial benefits; a) Rota Redesign (Efficiency and Safety), b) Re-banding opportunity, c) Locum Opportunities.

**Locum on Duty:** Implement Locum on Duty system by November 2019 to deliver standardised electronic process to book locum and agency shifts & Establishment of an internal medical bank facility

**E-Job Planning:** Implementation of E-Job Planning system & reconciliation of all Job Plans to activity.

**Agency cap compliance & Long term locum** - Improve compliance with medical agency cap using improved intelligence from introduction of locum on duty and working with Delivery units

**Achievements this Period**

**ED Workforce & Activity Review (KB):**

✓ Some concerns were raised by ED team on proposed workforce plan in the final report; Joint Meeting with Executive team, Kendall Bluck and ED team was held on 27/09/19. Decision to submit revised plans to executive team on 18<sup>th</sup> October.

**Junior Doctor Rota review (KB):**

✓ **Re-banding Opportunity:** 1 X meeting date confirmed with Urology on 8/11/19

**Locum on Duty:**

✓ Project technical roll out started as scheduled  
 ✓ Proposed rate card has not been signed off , Amendments are being made to ensure there is consistency across all grades and whilst being competitive the proposed rates do not have negative financial implications. This will impact on planned Go-Live date. Amended rate card will be submitted to workstream programme board on 17/10/19 and due to urgency required to minimise delay it will be submitted to executive team w/c 14/10/19.

**E-Job Planning:**

✓ 9 specialities covering 72 Job plans completed for consistency checking (NPT Medicine, General Surgery ,Urology, ENT, Rheumatology, Spinal, Rehabilitation Medicine, Cleft Lip & Palate and Vascular)

**Recruitment progress Including Long Term Locum and Kendall Bluck Locum Opportunity**

**Key Milestones**

**ED Workforce & Activity Review:**

- Amended report and plan submitted to executive team-18/10/19
- Exec Sign off on report 31/10/19

**Junior Doctor Rota review:**

**a) Rota Redesign (Efficiency and Safety)**

- Anaesthetic- Submit plan to programme board- 17/10/19

**b) Re-banding opportunity**

- Meetings with 4 X speciality Clinical and management leads to progress with Re-Banding process – TBC
- Next doctor rotation for implementing changed rota - Feb 2020

**c) Locum Opportunities**

- Recruitment and vacancy position against plan -Sep 2019 (Half Year position)

**Locum on Duty:**

- Project Launch-Kick off meeting -26<sup>th</sup> August 2019
- Go-live- Nov 2019 (TBC)

**E-Job Planning:**

- Desktop consistency checking complete for 30 Specialities -TBC
- Summarise & Quantify implications for first round of Job Plan consistency checking -TBC

**Agency cap compliance & Long term locum –**

- Recruitment and vacancy position against plan-Sep19 (half year position)

**Actions for Next Period**

- **ED Workforce & Activity Review:** Executive sign off on final report
- **Junior Doctor Rota review:**
- a) Re-banding opportunity –** Kendall Bluck meetings with 4 x Clinical leads
- **Locum on Duty –**
- Sign Off Health board rate card and determine revised go-live date considering the critical pathway-17/10/19
- Resolve MEDACS and Allocate (Locum on Duty) –system integration issue-17/10/19
- **E-Job Planning –**
- Establish and confirm project plan and strategy to bring project back on track and meet the objectives of 2019-20-(15/10/19)
- Summarise & Quantify implications for first round of Job Plan consistency checking -TBC
- Complete desktop consistency checking for 30 specialities --TBC
- **Agency cap compliance & Long term locum –**
- Confirm starting dates and recruitment position
- Compile and Confirm savings position

**Issues to Note:**

Project Steering Groups have been meeting regularly throughout the summer, but medical workforce board has been postponed – next meeting due on 17<sup>th</sup> October 2019.

**E-Job Planning:**

Doctor's Rotation and annual leave in August has contributed to slippage in some of the projects, mainly E-Job planning consistency checking. Project resource was realigned to support consistency checking exercise and get project back on track for end of September 2019. Project is still off track , a meeting with Management Lead and Project team is planned on 15<sup>th</sup> October to reassess project plan and mitigating actions.

**Locum On Duty:**

There is an issue with MEDACS and Allocate IT system integration. This is affecting the ability to mirror the current booking and communication process with MEDACS for booking agency locums once locum on duty system is live. A proposal to manage agency locum outside the Locum of Duty system within existing processes is being firmed up to make up for the system integration issue. An exception report will be submitted to Programme Board on 17/10/19.

Unit/Service	Recruited	Started in Post
Morrison/Medicine	15	9
Reserve candidates are being reviewed for remaining 5 vacancies. Post have also been put forward for the 2019 BAPIO initiative		
Morrison/Radiology	1 x NHS Locum doctor recruited	Due to start in November 3x long term agency locum remain
Singleton/Oncology	Oncology-2x substantive consultant recruited	1x due to start in November 1 x joining date TBC after exam results 18/10/19
NPT/Medicine	3 x substantive recruitment completed via Medacs permanent; All (3x Long term locum) to exit in November	1x started 23/09/19 Remaining two due to start in November and December
MH&LD	2 x Speciality doctor recruited	1 Due to start Nov 1 Needs IFLTS starting date TBC

**Scheme Name**

**Savings Anticipated 2019/20**

**Savings Anticipated fye**

**Executive Sponsor**

**Delivery Confidence**

**Identified Objectives**

**Top of Licence Working**

- The implementation of Band 3 and Band 4 Assistant Practitioner Roles within the Health Board.
- Standardised core job descriptions including Unregistered Healthcare Workforce / Registered Nursing/ Midwifery Workforce.
- Identify workforce re-design projects, and enable the sharing of this learning to facilitate upscaling.

**Efficient Nursing Workforce**

- Implement the 'E-Roster' system for the nursing workforce within all the Service Delivery Units.
- Implement the 'Efficiency Framework' for Nursing Rostering in all Service Delivery Units.
- Monitor KPI compliance against the Nurse Rostering Policy.
- To implement the 'Safe Care' module in the Service Delivery Units.

**Enhanced Supervision**

- Identify the usage for Enhanced Supervision in hotspots areas within hospitals.
- Implement a Health Board Framework for Enhanced Supervision.
- Evaluate the Quality and Care for patients requiring Enhanced Supervision.
- Reduce the number of avoidable Enhanced Supervision additional requests (which are above the normal substantive budgeted establishments).

**Key milestones this month**

**(A) Top of Licence Working**  
 Recruitment activity for the Assistant Practitioners :  
 Training of the Band 4 roles (**Started on October 7th. Inducted into clinical areas in December 2019**)  
 Recruitment of the Band 3 Trainee Assistant Practitioner (**Role advertised in October 2019**)

- Continue the Induction Process on the wards for the recently graduated qualified nurses (**Supernumerary during October 2019**)

**(B) Efficient Nursing Workforce**

- Progress the refresh / implementation of E-Roster System in Gorseinon, Neath Port Talbot (Theatres), Singleton (Maternity) (**October 2019**)
- Development of the Efficiency Plan based of the published 'Insight Report'. (**October 2019**)

**(C) Enhanced Supervision**

- Workshop at Neath Port Talbot to launch the finalised 'Enhanced Observation and Support Framework'. (**October 2019**)
- Implement an Action Plan following the completion of the 'Point Prevalence Audits' during September and October in the 4 hospitals. (**October 2019**)

**Achievements this Period**

- ✓ Recently recruited Graduate Student Nurses commenced their roles in the Hospitals.
- ✓ Metrics Tracker implemented for the three Nursing HVO Work-Streams.
- ✓ Trial of the 'Enhanced Observation and Support Framework' undertaken in Singleton, Neath Port Talbot and Morriston Hospitals. Framework document completed following consultation process.
- ✓ Standard Operating Procedures published for the Nurse Rostering Scrutiny Process in the Service Delivery Units.
- ✓ Delivery confidence of Nursing HVO project remained on Green.
- ✓ Band 4 Assistant Practitioner role - 5 successful candidates commenced training.
- ✓ Allocate 'Insight' Presentation with key stakeholders completed. (**October 8<sup>th</sup>**)

**Actions for next period**

- Progress the recruitment process for the Band 3 Trainee Assistant Practitioner roles. Advertise role / shortlisting. (**October 2019**)
- Enhanced Supervision – Develop the Action Plan following the completion of the 'Point Prevalence' Audits within the 4 Hospitals. (**October 2019**)
- Develop a Action Plan following the Allocate 'Insight' Presentation on **October 8<sup>th</sup>**.
- Proactively monitor the Metrics Tracker for all three work streams activities to identify cost reduction opportunities. (**October 2019**)
- Progress the 'E-Roster' refresh and implementation activity in the Service Delivery Units, as illustrated in the Project Schedule (**October – December**).
- Finalise the focused analysis of the 'Outliers' for the use of agency staff requests for Enhanced Supervision. (**October 2019**)
- Seek further opportunities for workforce re-design for nursing, to enhance care provision.

**Scheme Name**

Therapies

**Savings Anticipated  
2019/20**

£0.1m

**Savings Anticipated  
fye**

£0.1m

**Executive Sponsor**

Chris White, Chief Operating Officer

**Delivery Confidence**

Amber

**Identified Objectives**

- Consider optimum models for therapy services structures that will drive quality, value and efficiency.
- Design and deliver the optimum model
  - Deliver new structures/reporting lines (Stage 1)
  - Work with Heads of to identify efficiencies/improvements within those new structures (Stage 2)
- Identify opportunities to enhance efficiencies through new ways of working (ongoing)

**Key Milestones**

**Stage 1**

- Conduct baselining and scoping exercise (**completed**)
- Proposal on the therapy structures, supported by role definitions (**completed**)
- Draft and agree management brief, engagement plan and consultation documents (by Nov 19)
- Stakeholder engagement process to be completed with DU Directors, Heads of Service and employees (October 19)
- Map out necessary budgetary reallocation within Finance Dept (and agree processes where any ring-fences need to be maintained) (November 19)
- Establish process for transfer of budgets (October 19)
- Establish process for transfer of management responsibilities (October 19)
- Implementation of management changes and budgetary reallocation (Dec 19/Jan 20)

**Stage 2**

- Review and streamlining of individual therapy structures
  - Peer review
  - Test and challenge sessions

**Achievements this Period**

**Savings**

- ✓ Anticipated savings of £65k (framework for agency spend) – framework now operational and actual spend currently being calculated and tested
- ✓ £17k savings from Jun '19 to date from held posts

**Actions**

- ✓ Preliminary risk assessment of proposed changes at Stage 1 completed by HofS
- ✓ Initial feedback on proposed changes at Stage 1 gained from Finance BP's
- ✓ HoS JD review completed and generic JD drafted for review

**Actions for next period**

- Proposal to SLT on new model, informed by broader engagement exercise on structures (October)
- Put additional HoS oversight/approval process for all therapy recruit't in place (October)
- Risk assessment feedback to be collated and reviewed (inc FBP feedback) (October)
- Preliminary future service models identified by Heads of Service (October/November)
- Further work on change processes, including assumptions on financial assumptions and rules for transfer (ongoing)
- Identify the additional savings achieved, prompted by the HVO work, through changes in workforce role (recognising need to avoid double counting as these may be counted against BBC pressures) (ongoing)