

## Progress Update Workforce and OD Framework August 2019

<b>Domain - Leadership, Culture and Staff Development</b>	
<b>Areas of action</b>	<b>Progress update</b>
<b>EXCELLENT STAFF EXPERIENCE</b>	
<ul style="list-style-type: none"> <li>• Create opportunities to engage with staff on shaping the future of the Health Board. This will include Leadership Summits, Clinical Strategy engagement, 'Meet the Exec Team', increased visibility on the ground and via social media platforms, Blogs and Vlogs.</li> <li>• Develop our approach to supporting staff who have raised concerns.</li> <li>• Undertake listening sessions with departments to understand issues and produce ideas for improvement and feedback for action planning. We will use a variety of methodologies to listen to staff including 'In our shoes'.</li> <li>• 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. Respond to the ministerial mandate; working with colleagues across wales to develop an approach to address concerns raised within the survey as part of our commitment staff wellbeing.</li> </ul>	<p><b>Meet the Exec Team</b> staff engagement sessions took place at:</p> <ul style="list-style-type: none"> <li>- Neath Port Talbot Resource Centre (11<sup>th</sup> September 2019)</li> </ul> <p><b>And planned:</b></p> <ul style="list-style-type: none"> <li>- Baglan HQ (4<sup>th</sup> November 2019)</li> <li>- Glanrhyd Hospital (27<sup>th</sup> November 2019)</li> <li>- Neath Port Talbot Hospital (10<sup>th</sup> December 2019)</li> </ul> <p><b>Supporting Staff raising concerns</b></p> <ul style="list-style-type: none"> <li>• Monthly reporting of activity and trends to Hazel (and Tracy), 8-weekly to Emma Woollett has commenced</li> <li>• <b>31 contacts (plus 7 since September's Report)</b> have been made to date since launch (quadruple that received by Staff Experience in the 7 months they were covering the internal raising concerns inbox). The Health Board are aligned with comparable Trusts in NHS England and projected to receive an average number of contacts of between 60 and 100 by the end of the 12 month pilot.</li> <li>• Activity reporting currently being fine-tuned with quarterly reports to Partnership Forum and LNC, 6-monthly to SLT, Audit Committee and Exec Board delivered/planned.</li> <li>• Appointment of Investigating Officers to support enhance processes and improve the timeliness of ER Cases being processed – commenced in post 12<sup>th</sup> August 2019.</li> <li>• ACAS Training focusing on Appropriate Behaviours in the workplace started in December 2018. So far <b>23 sessions</b> have been delivered, with <b>6</b> more to come by the end of 2019.</li> </ul>

- Over **250 Managers** have attended ACAS Training and remaining sessions are fully booked.

**Undertake listening sessions with departments to understand issues**

- The programme is now part of Managers Pathway and will be delivered quarterly, starting in October 2019.
- Launch of #LivingOurValues Campaign at Leadership Summit on 18<sup>th</sup> July 2019.
- To date **over 250 pledges** have been signed, **13 bespoke workshops/stands** delivered along with all Unit team briefs, with **12 sessions planned** and requests are continuing to grow both for blank pledges and bespoke workshops.
- 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.
- #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.
- Campaign strengthens other ongoing work such as the People Management Skills workshops, which includes ACAS Training and supporting staff to feel safe in raising concerns through the launch of The Guardian Service Ltd.
- An opportunity to reinvigorate the Values for Swansea Bay Health Board, and create a culture which supports the best possible staff and patient experience.
- This forms part of all of the work undertaken within Staff Experience & OD and overlaps with the bespoke team development programmes run across Learning & OD and Staff Experience & OD e.g. Bespoke sessions delivered in Facilities reaching 50+ staff on the values and how to live values.

	<ul style="list-style-type: none"> <li>Plan underway to develop staff stories videos with 2 members of the Staff Experience Team receiving training on digital storytelling, which commenced in September 2019.</li> <li><b>7 1:1 Coaching Sessions</b> have been provided and <b>3 Coaching Supervision</b> sessions provided by Staff Experience &amp; OD.</li> </ul> <p><b>NHS Wales 2018' Staff Survey</b></p> <ul style="list-style-type: none"> <li>The flexible working pilot for NPTH Wards C, D and E has run for 3 months and a review is to be undertaken during October and November 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 drawback for staff and patients.</li> <li>8<sup>th</sup> October 2019 Staff Experience &amp; OD attended a national forum hosted by the National Collaboration Commissioning Unit (NCCU) to scope the OD support required as part of ED Quality &amp; Delivery Framework, which followed the results of the Wales Urgent and Emergency Care Services Winter Pressures Survey. Further work is to be undertaken with leads at Morriston ED to take this forward.</li> <li>On the 25<sup>th</sup> September 2019 the Staff Experience &amp; OD Team attended a national forum on '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> </ul>
<p><b>Awards and Recognition</b></p> <ul style="list-style-type: none"> <li>Continue to deliver a 'Staff Recognition Programme', including long service awards, patient choice awards, and staff recognition events. Thanking individuals and teams through a range of events led by and organised by the Service Delivery Units and Corporate Departments.</li> </ul>	<p><b>Patient Choice Awards 2019:</b></p> <ul style="list-style-type: none"> <li>New posters and nomination forms have been circulated to the Unit Directors and PA's to distribute.</li> <li>NPTH – 24<sup>th</sup> September to coincide with their open day and saw 4 individuals and 3 teams recognised for providing exceptional care and services</li> <li>Singleton Hospital – 1<sup>st</sup> November</li> <li>Morriston Hospital – 12<sup>th</sup> December</li> <li>Primary &amp; Community – 17<sup>th</sup> December</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 where 87 qualifying staff received recognition for both 25+ and 40+ years' NHS service and a further event is planned for 5<sup>th</sup> November 2019.</li> <li>• Currently have 218 staff members remaining on our list to recognise this year.</li> <li>• The team are currently progressing the reviewing and re-branding the awards programme in line with #LivingOurValuesFollowing meeting with Tracy Myhill, they are currently drafting the revised categories and criteria, venues have been scoped and costed for options and we are planning on securing the Liberty Stadium for 19<sup>th</sup> June 2019.</li> <li>• There are 3 logos that have been designed and we are planning to engage with staff to select their winner to raise the profile of the awards and enhance relaunch.</li> <li>• The team have connected with Sue Bailey today to ensure the partnership working and we plan to have Rising Stars Theatre Group (for the interlude and Sue is making the connection).</li> <li>• Based on feedback from the last event we will be reviewing the compare for the evening and the event will take place on a Friday night.</li> </ul>
<p><b>Workforce Equality</b></p> <p>The Health Board Equality Plan WILL mirror the approach taken to develop the Welsh Government Strategic Equality Plan 2016-2020 and is purposefully strategic and signposts to the range of specific activities that will deliver our refreshed Equality Objectives. The Equality Objectives will also contribute towards the achievement of the well-being goals within the Well-Being of Future Generations (Wales) Act 2015. With the pace of change across the Health Board, it is vital that we assess the impact that these changes create. By coaching and mentoring individuals, Equality Impact Assessment will become embedded into processes ensuring that the best decisions are made. Specific action include:</p> <ul style="list-style-type: none"> <li>• Promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work.</li> <li>• We will support the development of staff Network's : Womens, BME etc</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work.</b></li> <li>• <b>Allies EqualiTEA</b> On 4<sup>th</sup> September, Calon allies arranged for an LGBT+ Allies EqualiTEA event to take place at Morriston Hospital. As part of the day, discussions were held amongst allies and LGBT+ staff regarding what they can do to create an inclusive working environment and to encourage and empower people to bring their whole selves to work. A member of Calon also shared their personal story about coming out whilst working for SBUHB and how being in an inclusive working environment had really helped, also highlighting the difference that being able to bring their whole self to work had made in relation to their health, wellbeing and personal and professional development.</li> <li>• Celebrating Cultural &amp; Ethnic Diversity Event</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).

On 8<sup>th</sup> October, the Health Board hosted a ‘Celebrating Cultural & Ethnic Diversity Event’ at Morriston Hospital in a celebration of the diversity of our workforce. During the day staff were invited to join in different activities including yoga, pottery and bhangra dancing to embrace the different cultures that we have in the Health Board. Members of staff also shared personal stories about their experiences in relocating from other countries and communities and joining the Health Board. The importance of creating inclusive working environments was a key message during the day and is something that a number of the speakers touched on. Speakers also discussed the power of being able to be your authentic self in work and the importance of feeling comfortable in embracing your cultural identity in the workplace. The day also marked the launch of SBUHB’s BAME Staff Network, which will act as a mechanism to create inclusive work environments to support members of staff of different ethnicities and cultures to bring their whole self to work. A press release regarding the event and the new network is currently in draft and will hopefully be published during October.

- **Equality Training Sessions**

The importance of creating inclusive working environments for all is a key theme to the equality training sessions that are facilitated in the Health Board.

- **LGBT+ Inclusion Sessions**

LGBT+ inclusion sessions were facilitated for a Learning Disabilities team in September and the Wellbeing Champions in October, where the importance of being LGBT+ inclusive environment was promoted and tips given as to what individuals and departments can do to be more inclusive.

- **Induction**

Equality forms part of the Staff Experience & OD presentation at induction where members of the team highlight the importance of equality in the Health Board, how we are completely inclusive organisation and the responsibility that all of us have in promoting equality and ensuring we are inclusive.

- **Policy to support staff transitioning and all trans\* staff**

During September we launched our 'Policy to support staff who are transitioning and all trans\* staff'. It is a very thorough policy and includes guidance for trans\* staff, colleagues and line managers. The purpose of including the guidance is to ensure that the experience of our trans\* staff is as positive as possible and to try and make all parties involved as comfortable as possible during what can be a difficult time. This is a strong statement by the Health Board that the organisation supports our trans\* staff and aims to create more trans\* inclusive working environments, encouraging trans\* staff to bring their whole self to work. The introduction of the policy will improve the experience of our trans\* workforce by offering them much needed information, support and advice on transitioning in the workplace.

- **Pride Cymru**

On 24<sup>th</sup> August, staff from SBUHB joined colleagues from across Wales in marching at Pride Cymru to help raise awareness of LGBT+ issues and promote the Health Board's support for LGBT+ equality and inclusivity. Intranet bulletins were released prior to and following the event with messages from Senior Managers and Calon members regarding the importance of staff being able to bring their whole self to work.

- **World Mental Health Day**

The 10<sup>th</sup> October 2019 marked World Mental Health Day and SBUHB staff organised an event in LC2 where over 40 groups and organisations were represented, including the Samaritans and Calon. During the day the importance of talking about mental health was promoted and it is hoped that it will act to encourage people who suffer with mental health difficulties to feel comfortable in talking about them in the workplace, in turn creating a more inclusive environment.

- **PROJECT Search launch**

On 12<sup>th</sup> September, SBUHB launched PROJECT Search. As part of the programme interns with learning disabilities are offered experience of working within the Health Board whilst gaining a qualification with Gower College. The interns'

placements are in a variety of departments throughout Morriston Hospital and promotes working environments that are inclusive of people with different abilities.

- **We will support the development of staff Network's : Womens, BME etc**

- Launch of BAME Network

During the 'Celebrating Cultural and Ethnic Diversity Event' the Health Board launched its Staff BAME Network. Members of the L&OD Team and BAME Network arranged the event to help support the new network.

- Promotion of networks during training sessions  
The availability of the networks are promoted during training sessions with staff encouraged to join and support the network's.

- Fostering relations between networks

The Health Board has encouraged members of Calon and the BAME network to work together and discuss how they may be able to support each other. Initial discussions have taken place between the networks regarding a potential joint event and how they can work together in future.

- **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).**

- Membership

The Health Board is still a member of Stonewall's Diversity Champions Programme

- Submitted to WEI

The Health Board entered its submission to Stonewall's Workplace Equality Index in September and will find out its 2020 ranking at the end of January 2020.

- Discussions already underway about what we can do to improve our ranking next year

- Working closer with Stonewall

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. Departments are

	<p>also being encouraged to contact Calon with any queries they may have so they can be put to Stonewall, e.g. Wellbeing Through Work and queries around appropriate language to use on forms regarding gender identity.</p>
<p><b>EXCELLENT LEADERSHIP</b></p>	
<p><b>Leadership Development</b></p> <ul style="list-style-type: none"> <li>• Develop our Board and Leadership Teams through a targeted Kings Fund Leadership Development Programme</li> <li>• Establish and embed a series of Leadership Summits to facilitate multidisciplinary leadership development and the sharing of best practice.</li> <li>• 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.</li> <li>• Support medical leadership development through the relaunched consultant development programme and access to Academi Wales Medical Leadership Programme.</li> </ul>	<ul style="list-style-type: none"> <li>• We have recently had our 2<sup>nd</sup> leadership summit of 2019 whereby 130 – 150 managers attended. There were fantastic sessions offered as part of this leadership summit that both informed staff of updates on the recent engagement process for structural change and the clinical service plan. There were also sessions on; Rostering for Well-being, Mental Toughness and Mindfulness. Moving forward, we have planned for two leadership summits per year with two dates already organised for 2020. These will be seen as a Spring and Autumn Leadership Summit. Furthermore, we will be introducing Masterclasses as an additional platform whereby various themes will be explored in more detail.</li> <li>• <b>Footprints</b> has now been established for 2.5 years. During that time we have seen 63 cohorts which accounts for 931 members of staff. Out of the 931 members of staff 479 have fully completed, which leaves 452 outstanding. We have booked venues for 29 cohorts of Footprints for 2020 of which January through the March of 2020 have already been released.</li> <li>• Come November, <b>Bridges</b> would have been established for 1 year. During that time we have delivered training to 9 cohorts, which accounts for 72 senior managers. Out of the 72 managers 30 have fully completed the course. There are 2 more cohorts of Bridges left for 2019 whereby 31 senior managers have booked on. Additionally, we have booked 12 cohorts of Bridges for 2020.</li> <li>• Both Footprints and Bridges continue to receive excellent feedback from participants who feel they have made significant progress in their leadership capability as a result of the course. Further work is now on-going to ensure this progress is captured as</li> </ul>



	<p>part of a robust longer-term evaluation framework and identify the impact made on service delivery.</p> <ul style="list-style-type: none"> <li>• There have been three cohorts of our revised 'Impact' leadership programme, which equates to 51 members of staff so far. There is one more cohort of 'Impact' planned for the remainder of the year. For next year, there are 8 cohorts booked.</li> <li>• The overall aim of the workshop is to empower staff to think positively about themselves and how they work, and the positive influence they can have on others by improving the service.</li> <li>• Initial feedback from participants suggests that they found the programme extremely useful and felt energised returning to the workplace.</li> <li>• Delivery of two cohorts of 7 Habits of Highly Effective people training – First cohort ran in September 2019</li> </ul> <p><b>Medical Leadership</b></p> <ul style="list-style-type: none"> <li>• The first cohort of the Consultant Development Programme have now completed their training. Out of the 17 that started Cohort 1, 5 fully completed the training. Cohort 2 has recently started and has 21 attending. We have 2 cohorts booked for 2020.</li> <li>• Investigation of a medical mentorship programme for new consultants as part of future development (proposed to Morriston clinical cabinet June 2019). Conversations and plans continue.</li> </ul>
<p><b>Coaching</b></p> <ul style="list-style-type: none"> <li>• Refresh our coaching strategy and increase our internal coaching capacity, through investment and training</li> </ul>	<ul style="list-style-type: none"> <li>• 2 cohorts of ILM level 5 Coaching Qualifications (from February 2019) delivered to staff to enable to launch of a newly revamped coaching network in autumn 2019. A total of 20 staff working towards finishing their qualification.</li> <li>• A framework for developing coaching capacity within SBUHB has been developed and will shortly be submitted for consultation. The aim of this framework is to clarify what coaching is, the benefits to our organisation and to identify how the commitment to a coaching culture will be achieved. It will be supported by a revised Coaching Policy which explains how coaching can be accessed and the roles and responsibilities of all parties involved.</li> </ul>

- A coaching Framework document has been created together with a coaching policy and tool kit available for coaches to use within their coaching sessions.
  - These include a coaching contract, Code of ethics, information on expectations for coach and coachee, documents to capture coaching activity, hours, etc.
- In order to create and embed a culture of coaching within Swansea Bay UHB, implementation is being approached at a number of levels.
- Developing coaching skills across the organisation: Since April 2019, a total of 46 managers have been trained in foundational coaching skills through the 2-day 'Coaching with Impact' programme with a total of 912 trained overall. To build on this, we have embedded the programme into the new mandatory Managers Pathway which will ensure all new managers attend. 1-1 coaching will also be integrated as part of our leadership development programmes for senior managers.
- To support newly qualified coaches in their developing practice, a comprehensive network of supervision and CPD has been arranged and will include access to internal and external support via strategic partnerships with other public service organisations in Wales. In addition to this, an online system is currently in development to enable a more streamlined approach to accessing the coaching service. This is expected to be in place by Q4.
- Executive Coaching: Whilst executive managers are able to benefit from the skills available in our internal network, it is anticipated that sometimes an external coach will be deemed most appropriate. We are continuing to increase our participation in national networks and utilise new and existing strategic partnerships with the aim of developing reciprocal coaching agreements to enable us contribute to and benefit from no-cost external coaching provision for senior leaders.

**EXCELLENT MANAGERS**

**Management Development**

- Agree an Organisational approach for the development of 'People Management Skills' which includes baseline standards and competencies.
- Provide leaders and managers with change management skills through the development of a toolkit approach that focuses on individual reactions to change.
- Support managers and teams using a range of bespoke development interventions, to facilitate self-reflection feedback and improvement

- 46 managers signed up to our first cohort of managers pathway all of whom are now three months into their yearlong programme. Cohort 2 of Managers Pathway will start on January 17th of which 37 managers have signed up to date. There are imminent plans for Managers Pathway to be advertised on the Intranet, the outcome of this being an increase in registration for cohort 2.

- 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 and how these might be impacted on by behavioural traits or individual preferences. Alongside this awareness, participants have the opportunity to explore different ways of understanding and managing differences to avoid using a 'one size fits all' approach, adapting their leadership style to best suit the individual. – This is continuing.

Examples of such tools or models include Myers Briggs Type indicator [MBTI], Transactional Analysis, Emotional Intelligence, Coaching and Resilience. – This is continuing.

Learning and Development Department has received on average two bespoke requests a week. In response our team are engaged in a number of ongoing interventions and have facilitated a wide range of bespoke whole and half day workshops including themes of:

- Teams needing support – generally involved exploration of effective working relationships; managing challenge and conflict; appreciation of diversity preference.
- Introduction to change management and leadership in practice
- Values exploration and living the Health Board's values

Facilitated interventions during August, September and October include:

- Hour long 'Recognising your Personal Resilience in Changing Times' and 'Introduction to Positive Psychology' Workshops for the Health Boards

	<p>Well Being Week programme of Events, Group sizes ranging from 15 to 25</p> <ul style="list-style-type: none"> <li>• Operational Human Resource ‘Team Time Out’ Development Workshop for 25 participants</li> <li>• Team Resilience and MBTI workshop for 17 staff with a follow up session scheduled to explore ‘Living the UHB’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>
<p><b>PADR</b></p> <ul style="list-style-type: none"> <li>• Improve workforce productivity through performance management to meet out 85% PADR Target</li> <li>• Continue to support managers to deliver effective PADRs</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Deep Dives carried out on PADR Compliance and presented to WOD committee – Deep Dive on Estates and Facilities compliance scheduled for <b>October</b> 2019</li> <li>• As at <b>October</b> 2019, SBUHB PADR compliance is <b>67%</b> with a head count of 11,620 and a total of 7,785 staff having a PADR recorded within ESR.</li> <li>• Current information states Medical &amp; Dental staff group have achieved 58.17% and Nursing &amp; Midwifery 70.76%</li> <li>• Additional PADR Training for Estates staff.</li> <li>• Revamp of PADR Training.</li> </ul>
<p><b>Statutory and Mandatory Training</b></p> <ul style="list-style-type: none"> <li>• Improve workforce productivity through performance management to meet our 85% Mandatory training target</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Oct 2019 Compliance is 79.12%</b> since BBC a 1% increase equates to a change of 1700 records. This is 1700 records plus the number of staff whose requirements may have required updating.</li> <li>• Resuscitation records are sent around each ¼ this requires considerable manipulation to organise an update within the system and requires a specific request to ESR for updates, however is the best option available.</li> <li>• Provision of drop – in e-learning sessions across organisation approx. one every 2 weeks that will assist individuals with face to face assistance. A total of 10 full day session has been provided across the organisation at all main sites for staff to drop in and receive face to face support on e-learning issues.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continued update of individual training records <b>this is an ongoing process</b></li> <li>• Provision of Action Point for staff to register individual issue, <b>currently we have 72 outstanding calls, each call requires investigation and feedback.</b></li> <li>• <b>An extra member of staff is currently being training to assist with the area of work</b></li> <li>• ESR hub to process password issues, this to be expanded to assist with more specific issues in conjunction with NWSSP (phase 3)</li> <li>• Individual assistance via remote log in to assist individuals in real time</li> <li>• Meeting of mandatory training group subject matter leads and development of a plan to look at competency awarding – second meeting arranged for September 2019.</li> <li>• Currently working with Infection Control to assist in updating outstanding records covering e-learning, face to face and others specific records. <b>Arrangements are in progress to assist the Safeguarding Dept.</b></li> <li>• Working with NWSSP in updating e-learning modules to ensure they accommodate changes in requirements of recent legislative changes (safeguarding)</li> <li>• Identification of essential training requirements over and above the Mandatory &amp; statutory requirements as the next major phase to consider. <b>Meetings have been taking place with an agreement of Midwifery to identify a pilot programme to create a list of essential requirements for each staff and enter these against their position numbers.</b></li> <li>• Identification with ESR colleagues on reducing position numbers and grouping together roles to allow essential training requirements to be considered <b>with around 12,500 staff we have over</b></li> </ul>
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	7000 position numbers, many position numbers holding a single member of staff.
<b>EXCELLENT PATHWAYS</b>	
<p><b>Career and Talent Pathways</b></p> <ul style="list-style-type: none"> <li>• Further develop and extend our ABMU Apprentice Academy, offering opportunities for new staff to join the health board and existing staff.</li> <li>• Work with our partners to develop new and higher level apprenticeship pathways</li> <li>• Extend the role out of 'Project Search' into Swansea and Neath.</li> <li>• 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.</li> <li>• Further develop the ABMU internal graduate scheme</li> <li>• Work with HEIW to introduce NHS Wales Talent Management Scheme for Tiers 1-3 and consider local implementation of national principles for other levels of staff.</li> <li>• 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.</li> </ul>	<p><b>Apprentices</b></p> <ul style="list-style-type: none"> <li>• Ongoing with regular recruitment across the organisation. 200+ apprentices recruited so far. 75% retention rate. Partnership relationships with Talk Training, Gower College Swansea and Neath Port Talbot College offering a wide range of programmes for staff.</li> <li>• 662 existing staff completed or completing Apprentice Pathways 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 – 40</li> <li>- Management Level 4 – 62</li> <li>- Management Level 5 – 48</li> <li>- Project Management Level 4 - 15</li> <li>- Team Leading Level 2 – 12</li> </ul> </li> <li>• Attending Jobs Fairs and events targeted at specific groups across the region, promoting apprenticeships and NHS Careers as and when invited.</li> <li>• Better Jobs Better Futures running 1-hour career development sessions for staff to have information, advice and guidance on applications, interviews and career development.</li> <li>• Links with workforce planning colleagues to identify further opportunities for apprenticeships.</li> <li>• Working with local schools and colleges throughout the year running mock interviews, attending careers events; attending national NHS Careers events, e.g. Skills Cymru; Swansea Careers Festival</li> <li>• Attending Jobs Fairs and events targeted at specific groups across the region, promoting apprenticeships and NHS Careers as and when invited.</li> <li>• Partnership relationships with Talk Training, Gower College Swansea and Neath Port Talbot College</li> </ul>

offering a wide range of programmes for staff Development of longer, higher level apprenticeships in Psychology; Engineering and Estates and Informatics.

- Project Search pilot programme completed in POW with one candidate securing a permanent post in pharmacy. Project search **launched** in Morriston in September 2019.
- Careers work including HRH Nursing Cadets Programme, Career development sessions for existing staff – 10 days across the 3 main sites capturing over 100 staff.

**April 19 to date**

- 49 starts
- 1 job the other trainees are still on programme (3 waiting start dates)
- 5 jobs (3 waiting start dates)
- 10 Starts planned for October 2019

Current status of **Graduate Trainees** in Swansea Bay UHB:

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. Their first seven weeks in the Health Board has taken them into a wide variety of departments shadowing staff to find out through a series of 'day in the life of' experiences out more about the length, breadth and complexity of the health board the things it does well and the day to day challenges it faces. Already the cohort have been actively involved in supporting events and initiatives across the Health Board including:

- Staff Long Service Awards
- CALON LGBT+ 'Allies Equal-Tea Time Event' September 4<sup>th</sup>
- Research and preparation of the presentation used by one of the Executive Team at the Health Boards recent leadership summit on October 4<sup>th</sup>
- The Health Boards event to celebrate Ethnic and Cultural Diversity and launch the BAME Network on October 8<sup>th</sup>. Our Welsh speaking graduate described her experience of growing up in a

Welsh speaking community and the challenges she faces in daily work in an organisation adapting to the demands of the Welsh Language Measure

- 'World Mental Health Day' on October 10<sup>th</sup> where Cohort helped the Public Service Graduate on placement in SBUHB to facilitate the event in the Swansea LC

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.

On September 24<sup>th</sup> Academi Wales Public Services Graduates involved in the Swansea Bay Health Board cluster attended a national event in September celebrating the work they have achieved to date. The cluster has chosen a theme based around improving mental wellbeing in both the community and the workforce in the Swansea area.

#### **Talent**

- Swansea Bay University Health Board continues to be actively involved in the development of the NHS Talent Management Scheme for Tiers 1-3 and uses its influential voice whilst attending numerous workshops on the design and development of this model. 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.
- The L&D Department continues to provide Bespoke Interview Preparation Mentoring / Coaching. For example, a Band Four Health Records Clerk having completed the rigorous two-day interview process for a place on Swansea Bay UHB Graduate Gateway programme secured a place on the reserve list. Since this with bespoke support, this individual has secured a Band 5 post as Directorate Support Officer in Women and Child Health services at Neath Post Talbot Hospital.



### Career Pathways

- Induction continues to be a success and is run once per month in Morriston Education Centre. Induction is tailored and aligned to the Health Boards Values and this is constantly reviewed following staff feedback. – Sessions continuing.
- SBUHB Values Led Induction is supported additionally by a bilingual handbook that is available for all staff to access and download, this is currently being reviewed with consideration for some Safeguarding and Union aspects to be updated. Staff will be encouraged to return for a follow up Induction session to discuss how they are settling in to the organisation and what has gone well and what has gone not so well, this information is collated and shared with all Service Managers. – Sessions continuing.
- There are many opportunities for individuals to develop during their employment in SBUHB and people are encouraged to participate in identifying their development needs via the PADR process. To support this, PADR sessions are provided to all managers to advise on how to effectively complete a PADR. The 2 hour session includes working through the documentation required during PADR, the purpose of PADR in terms of setting objectives and working in accordance with the organisational values as well as identifying the development required to support staff.
- There is also a mid-career financial advice session available for staff to be able to identify what SBUHB and the state provides for staff. It can enable staff to think about what they may like or need in key areas of financial planning during their working life, and if there are any short-falls - what options are available to everyone. – Sessions continuing.
- Pre-retirement is available to empower employees to begin thinking about how retirement is personally going to affect them. It allows them to begin to explore the options available so that they can make preparations and informed decisions for their future. This one day course is designed for Health Board staff

	<p>who are considering retiring within the next 2 years. The content includes The Transition from work to retirement, available options for the future, NHS Pensions, Investing for your Future, An insight into Financial Management, Wills and Legal rights as well as a short presentation from the Volunteer Service to discuss potential volunteering opportunities for the future. – <b>Sessions continuing.</b></p>
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## Domain – Workforce Resourcing

RECRUITMENT - Medical	
<ul style="list-style-type: none"> <li>• Undertake a comprehensive review of all medical vacancies to ensure required resourcing need is fully recognised</li> <li>• Ongoing participation in the All Wales BAPIO Campaigns in 2019 and beyond</li>   <li>• Enhance the use of social media i.e. Facebook, Twitter, LinkedIn for ABMU job fairs and open days</li>   <li>• Develop a proposal to establish a Junior Doctor Welfare Officer to aid recruitment and retention</li>   <li>• Enhance the attractiveness of posts by developing posts at junior and middle grade that offer a mix of service and research/QI/education</li>   <li>• Enhancement of the induction/cultural induction to Wales and the Health Board for overseas doctors</li>   <li>• Development of a Locum Bank, with advertising to promote the Health Board and encourage doctors to work as locums</li> </ul>	<ul style="list-style-type: none"> <li>• Review commenced but has not yet been fully completed</li>   <li>• Team of delegates go to India week 27/10/19, which will include the Health Minister and representatives from HEIW. Interviews are being held in New Delhi and Chennai.</li>   <li>• All medical vacancies are now publicised on Twitter and we are going to BMJ Careers Fair October 2019</li>   <li>• Not started – resource dependant</li>   <li>• Work ongoing with departments. Awaiting success of deanery fill rates to identify appropriate posts.</li>   <li>• Work ongoing engaging with current MTIs and departments to develop a more robust induction for overseas doctors. <b>Meeting planned in November with Taha Idris to discuss cultural links in the community</b></li>   <li>• Virtual bank launched August 2019 with 248 doctors signed up to work via the bank. Locum Bank will go live end of <b>November</b>, job description and advert prepared for advertising campaign. Work is ongoing to move our current ad hoc doctors across to the locum bank.</li> </ul>

<ul style="list-style-type: none"> <li>• Offer a good experience for all staff and a robust induction, pastoral and mentorship support to introduce the new doctors into the NHS and culturally into a new life in Wales</li> <li>• Explore the establishment of F3 posts which blend working and experience/areas of special interest</li> <li>• The development of the GP fellowship scheme and a recruitment campaign have resulted in some success in attracting and recruiting additional GPs.</li> <li>• The Practice Support Team has seen success in recruiting experienced GPs to support the Managed Practice and struggling independent practices. Further leadership and training opportunities are to be developed in 19/20 in order to continue to attract experienced GPs to enrich our primary care workforce.</li> <li>• Consider a GP retainer scheme to help keep GPs in practice past retirement age. This could include mentorship and teaching roles in line with clinical commitments to ensure we utilise their knowledge and skill.</li> <li>• Develop exchange programmes with different countries</li> <li>• Explore further overseas initiatives in addition to BAPIO with other Indian postgraduate academies</li> <li>• Optimise our relationship with the BMJ to enhance our position in the market and consider flexible recruitment packages</li> <li>• Continue to work with MEDACS and other suppliers to support the recruitment of doctors to substantive vacancies</li> </ul>	<ul style="list-style-type: none"> <li>• Work ongoing with Delivery Units</li> <li>• Working with department and where applicable appointing JCFs rather than offering the F3 position</li> <li>• Ongoing</li> <li>• Not started</li> <li>• Not started</li> <li>• Not started</li> <li>• Current advertising has shown an influx in applications from Pakistan and Egypt, need to explore the possibility of a Dubai initiative</li> <li>• Subscription packaged agreed <b>and implemented</b>, which will give the HB unlimited online job postings.</li> <li>• This work is ongoing and the Medical Workforce Team and Medacs are currently working closely with the Delivery Units and where appropriate Medacs and other suppliers are being asked to support permanent recruitment.</li> </ul>
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<ul style="list-style-type: none"> <li>Continuation of the Physician Associate General Practice Internship Programme in conjunction with WG Pacesetter funding. This programme has recruited 7 new qualified PAs to date and offers a structured and effective 12-month consolidation for PAs whilst strengthening the Primary Care workforce. Professional portfolio compilation, protected mentorship and targeted CPD has cemented this internship as an exemplar programme to which other Health Board's wish to replicate.</li> <li>Further development of permanent band 7 Physician Associate posts across Secondary and Primary Care is needed in order to retain this workforce after they complete their initial 12-month internship programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Successful recruitment this year but HB strategy needed to determine appropriate roles for PA's funding of permanent positions. AB invited to present their approach to key stakeholders to inform the future approach.</li> </ul>
<b>RECRUITMENT – Nursing</b>	
<p>The agreed priorities are:</p> <ul style="list-style-type: none"> <li>Continue the work underway to improve the support to nurses who are interested in working for us; this includes an enhanced preceptorship programme and clinical supervision.</li> <li>Working longer readiness tool has been completed and the actions will be taken forward within the High Value opportunities work stream</li> <li>Participation in the Welsh Student Streamlining project, which is aimed at developing a more efficient process of recruiting nurse students from Welsh universities without the need for formal interviews</li> <li>Further return to practice open evenings will be organised.</li> <li>Local recruitment days regionally organised to avoid duplication and will be heavily advertised across social media platforms</li> <li>Ongoing implementation of our Nursing and Midwifery Strategy</li> <li>Overseas recruitment campaigns to Europe and the Philippines have been undertaken with further options being explored in Dubai and India, seeking nurses who are IELTS ready</li> <li>We will continue to 'grow our own' nursing workforce by supporting Health Care Support</li> </ul>	<ul style="list-style-type: none"> <li>127 newly qualified nurses have been recruited via the Student Streamlining process and will commence employment from September. This is in addition to the 34 recruited via the pilot phase of this process who commenced in March 2019. We have now commenced the planning for the next of Welsh University Nurse students who are due to qualify in March 2020.</li> <li>There <b>was</b> a plan to recruit a further 20 nurses from the Philippines during this financial year. <b>So far 12 have been recruited and it is hoped that they will be on-board in December 2019.</b> We have a very successful OSCE programme and ongoing support to offer these nurses and they are seen as a good investment as retention rates are very high. A one year single provider contract has recently been approved via procurement to enable us to recruit international nurses who have already passed their English Language requirements as set by the NMC. The bid for monies to be able to continue with the programme, the remainder commenced in January 2018 on a two year nine month programme.</li> <li>Secured further external funding to offer similar places to Thirteen HCSW's in 18/19. A further</li> </ul>

<p>Workers to undertake either a part time Degree or Masters course</p> <ul style="list-style-type: none"> <li>• Establishment of an ‘internal transfer window’ to enable nurses to move within Swansea Bay UHB in a managed way rather than leave</li> <li>• Primary Care related topics will be implemented within the new nursing programme through Swansea University to promoted Primary Care (General Practice) as a first choice career option for newly qualified nurses.</li> <li>• Greater collaboration between Swansea University and Primary Care within SBUHB to ensure General Practice is a placement option for student nurses in their 2<sup>nd</sup> and 3<sup>rd</sup> year. Spoke placements are currently offered, with a plan for increased hub placements and a permanent Primary Care placement option recognised in student nurse programme from 2020.</li> <li>• Streamlining of training and development pathways within Primary Care to attract new and experienced nurses in to this field. This will enrich the GPN workforce and allow greater opportunity for experienced GPNs to access Advanced Practice pathways, extended skills programmes and Independent Prescribing modules to develop autonomy. Greater nursing autonomy and extended areas of competency acts to directly support the GP workload in Primary Care thus ensuring a prudent approach to healthcare.</li> </ul>	<p>thirteen of our HCSW’s are currently undertaking a two-year master’s programme.</p> <ul style="list-style-type: none"> <li>• Eight HCSW’s with overseas registration have recently commenced a programme developed with Swansea University to become registered nurses in the UK.</li> <li>• The Health Board continues to actively recruit into nursing vacancies. A team consisting of Corporate and Operational staff continue to attend nursing recruitment events the most recent resulted in 85 contacts made from experienced nurses and students expressing an in interest in working in Swansea Bay University (UHB) Health Board.</li> <li>• The Health Board was represented at the RCN Congress in Liverpool on the Train, Work, and Live stand and provided us with a great opportunity to promote Swansea Bay UHB as an employer of choice within Wales.</li> <li>• A bid to charitable funds has been approved to support the development of recruitment materials and resources.</li> <li>• Have developed and have recruited the first cohort of Assistant Practitioners. This Band 4 role is being introduced to some of our hospital wards. The role that can help us have the flexible mix of skills required to meet complex patient needs, whilst enabling registered practitioners to deliver what they have been uniquely trained for. The role occupies a unique position where post holders will be able to deliver more complex interventions than health care assistants, but will be able to undertake specific tasks delegated from registered practitioners. In principle these tasks would be more simple and /or routine and could be performed safely with training and agreed protocols and supervision. In turn, this enables the role of the registered practitioner to be maximised and to spend proportionally more of their time on more complex needs that require their specialist skills.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Remain heavily involved with the Return to Nursing course run by Swansea University. We are continuing to offer students at the point of entry onto the course their preferred placement option and also a guarantee of a position within that area on successful completion of qualification. Since providing this function we have seen a dramatic rise in students accepting positions within the Health Board.</li> </ul>
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<b>RECRUITMENT - Therapies and Health Science</b>	
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<p>Recruitment to therapies and health science is patchy with some groups recognised as shortage occupations including radiographers, nuclear medicine practitioners, radiotherapy physics practitioners and scientists, sonographers, orthoptists and prosthetists. Particular shortages in therapeutic radiographers has led to radiotherapy backlogs. High vacancy rates in many professional groups lead to a review of organisational structure and possible efficiency gains with job planning and extending support roles.</p> <p>Strategies employed to overcome the shortages include targeted recruitment and staff development. There are a number of initiatives being taken to provide in-service training in Biomedical Science, to allow employment of science graduates and support top up to registration.</p> <p>The following actions will be addressed:</p> <ul style="list-style-type: none"> <li>• Participation in local career fairs and organising of open days across therapies</li> <li>• Enhance the use of social media i.e. Facebook, Twitter, LinkedIn for ABMU job fairs and open days</li> <li>• Developing advance practise to ensure best value and appropriate skills to support shortage areas in medicine across diagnostics, including radiology, cellular pathology, neurophysiology, ENT and Primary Care</li> <li>• Taking forward the Healthcare Science Framework to “release and harness the potential of the healthcare science workforce”</li> <li>• Strong focus on developing reputation as a “good place to train, good place to work” by providing excellent placement opportunities and support.</li> </ul>	<ul style="list-style-type: none"> <li>• Psychology has now been identified as further shortage profession. To support recruitment to the HB corporate comms engaged to develop a recruitment platform. Discussions with HEIW have been undertaken to understand root cause and explore the development of alternative education and career pathways. Local action plan being developed</li> <li>• Improved partnership working with Swansea University being taken forward to enhance post graduate and masters level education programmes</li> <li>• Careers fairs for A level students undertaken to increase interest across the AHP professions</li> <li>• OT and Physio make good use of social media to source future staff</li> <li>• Part time secondment to W&amp;OD agreed to support workforce planning and R&amp;R initiatives</li> <li>• Supporting staff to apply for national consultant AHP posts (Dementia and Primary Care)</li> <li>• Initial discussion with primary care clusters to develop and implement the ‘first contact’ practitioner role to increase GP capacity</li> <li>• Significant progress to ensure all band 7 staff complete the internal leadership programme to support effective working environments</li> <li>• Proactive recruitment to ensure SBU secures new graduates for the 2019/20 academic year</li> </ul>
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<ul style="list-style-type: none"> <li>• Collaborate strategically with HEIW and education providers to identify new solutions that meet evolving service needs</li> <li>• Primary Care workforce diversification. Pre-empting the GP shortfall by committing to developing and training our alternative workforce to meet the needs of our patient populations across SBUHB. Ensuring we are pioneering and progressive in relation to workforce development in line with SBUHB transformation programme.</li> <li>• Work collaboratively with our AHP colleagues to continue to develop the Advanced Physiotherapist and Occupational Therapist roles within primary care. This will be in direct support of cluster transformation projects and acts to strengthen the MDT to bring seamless patient care closer to home.</li> <li>• Continue to work in partnership with Welsh Ambulance Service Trust to devise Paramedic and Advanced Paramedic Primary Care schemes to directly benefit GP/OOH workload whilst offering a comprehensive training and mentorship environment for WAST trainee Advanced Practitioners.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed APH roles in OH to move away from a medically led model</li> </ul>
<p><b>REDUCE TURNOVER RATES AND IMPROVE STAFF RETENTION</b></p>	
<ul style="list-style-type: none"> <li>• Implement consistent organizational wide electronic exit interview process</li> <li>• Implement a systematic, electronic exit interview process to highlight reasons for leaving and development of strategies to improve retention rates</li> <li>• Undertake a specific analysis of leavers' data, particularly those in the first 12 to 24 months of commencing employment to identify hotspot areas</li> <li>• Develop strategies to ensure excellent staff experience, which is covered in more detail later in the framework document.</li> </ul>	<ul style="list-style-type: none"> <li>• National ESR solution still awaited to ensure a systematic process for conducting exit interviews</li> <li>• Hot spot analysis undertaken for newly qualified nurses</li> <li>• Turnover remains stable at circa 8/9%</li> </ul>
<p><b>DEVELOP INTERNAL STAFF BANK</b></p>	
<p>To support the challenge to reduce the usage of externally sourced agency and locum staff the following actions will be taken forward:</p>	<p><b>Collaborative Bank:</b></p> <ul style="list-style-type: none"> <li>• Working with NWSSP, CTM and SB have entered into a pilot scheme to establish a mechanism that would allow substantive employees to be paid bank</li> </ul>

<ul style="list-style-type: none"> <li>• Participate in the creation of a single all wales staff bank in partnership with NWSSP</li> <li>• Proactive marketing and the development of incentives to improve recruitment to the nurse bank. This will include the introduction of weekly pay</li> <li>• Extend bank operations to become a multi-disciplinary staff bank</li> </ul>	<p>shifts weekly where their main salary is paid monthly. If this pilot works then the scheme may be extended across NHS Wales. Currently issues with tax codes meant that staff could only be paid either weekly or monthly. 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>HB meeting with CTM and NWSSP partners on 23<sup>rd</sup> October to consider way forward and options as weekly pay is not currently able to be delivered as planned.</b></p> <ul style="list-style-type: none"> <li>• Proposals for enhanced payments for staff above band 6 who undertake band 5 shifts <b>has been approved by leadership team and bank office are in the process of putting these new pay arrangements in place, aimed to be in place by end of October with the associated comms plan to make all staff aware.</b> This is aimed at increasing the numbers of substantive staff on the bank and thus reduce agency costs.</li> <li>• The nurse bank currently supports a very limited number of non-nurse bank roles. The opportunities to extend this to other staff groups including admin staff is being assessed alongside work being undertaken to review all non-nurse agency spend.</li> <li>• Now managing the AHP Medacs service through the system so that we have one central intelligence point.</li> <li>• <b>Roll out of the medical bank tied into the implementation of Locum on Duty. Virtual bank established with full bank to be rolled out by end of November 2019.</b></li> </ul>
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**Domain – Workforce Efficiency**

<p><b>STAFF HEALTH AND WELL-BEING</b></p>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>TI funding has enabled an additional 34 weekly AHP management referral appointments (Occupational Therapy and Physiotherapy). New post of OH AHP Lead (Physiotherapist) commenced Sept 19 and new Band 7 Nurse commenced October 2019. This multi-disciplinary model working prudently to ‘top of license’ has enabled reduced medical capacity, contributing to reduced waiting times (approx. 5 weeks Sept 2018 to 3 weeks Sept 2019). This less medically dependant model will contribute to future</b></li> </ul>



<ul style="list-style-type: none"> <li>• 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.</li> <li>• Develop interventions to focus on mild to moderate mental health problems.</li> <li>• Continue to develop our network of Wellbeing champions who can signpost colleagues to health and wellbeing services.</li> <li>• Implement training for managers to use the Health and Safety Executive Stress Management Standards alongside training in managing mental health in work</li> <li>• Working closely with related organisations such as Time to Change Wales to reduce the stigma and discrimination of mental health.</li> </ul>	<p>sustainability of the service. IGB funds enabling scanning of all paper OH records (plan to complete Dec 2019) will reduce the need for paper records and increase efficient, e-based processes. Continue to deliver OH service to CTM UHB via SLA.</p> <ul style="list-style-type: none"> <li>• The service offers an initial telephone Wellbeing assessment within 2-7 days of self-referral; during first year over 1100 staff assessed; 81% within 5 working days (compared to previous 5 week wait). 71% were for mental health support and 29 % for musculoskeletal support. <b>This service provides the 'rapid access' support for staff.</b> The Physiotherapists can utilise the MSk Staff Pathway, which enables an expedited process for diagnostics and treatments related to musculoskeletal problems.</li> <li>• <b>All Wellbeing staff trained in CBT, Mindfulness and suicide prevention/management to provide self-management strategies for mild-moderate mental health. Piloting 'SilverCloud' for staff – NHS Wales developed on-line CBT support. Consultant Psychologist provides support for enduring PTSD and organisational support. 8 'Mindfulness Menopause' sessions delivered across the Health Board since Sept 2018.</b></li> <li>• <b>Over 300 Champions in SBU; The dates of the Autumn Workshops (Series 7) are being delivered during October and November 2019. A recent survey of the Champions showed 2,023 employees are aware of a Champion in their work location and over 1,064 employees have engaged with a Wellbeing Champion for advice, support or to implement a wellbeing initiative.</b></li> <li>• <b>411 managers trained to use the Health and Safety Executive Stress Management Standards along with 276 trained in managing mental health in work. Evaluation shows increased ability for managers to manage stress and mental health in the workplace.</b></li> <li>• <b>34 work based interventions have taken place in the Health Board with T2CW since 2017. The Chief Executive signed &amp; relaunched the SBU's</b></li> </ul>
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<ul style="list-style-type: none"> <li>• Continue to deliver initiatives such as Self-management for mental health, Lighten Up and Stress Awareness sessions.</li> <li>• 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</li> <li>• 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</li> <li>• 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.</li> </ul>	<p>commitment to working with T2CW on 20<sup>th</sup> September, the final day of this year's Wellbeing Week.</p> <ul style="list-style-type: none"> <li>• Over 30 courses and workshops delivered for staff including recent 'Mindfulness menopause' which has received very positive feedback from staff</li> <li>• Extension funding agreed in Dec 2018 (until Dec 2022) for the Wellbeing though work team who are working with Welsh Government to fulfil the outcomes of the partnership agreement. (NB externally facing service for employee's working in small-medium enterprises)</li> <li>• 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.</li> </ul>
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<p><b>REDUCE VARIABLE PAY and EFFICIENT STAFF DEPLOYMENT</b></p>	
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<p><b>Medical</b> - In addition to the initiatives described above to reduce vacancy levels and improve recruitment to secure improvements in quality, safety, performance and a reduction in variable pay a number of change projects are being implemented. The change projects are identified in below:</p> <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> </ul>	<p><b>Electronic Job Planning:</b></p> <ul style="list-style-type: none"> <li>• Consistency panels have been set up.</li> <li>• Received 304 Job plans out of an expected 544.</li> <li>• 179 job plans have been entered on to the system and ESR.</li> <li>• 125 job plans require further information before they can be entered on to the system.</li> </ul> <p><b>Locum on Duty:</b></p> <ul style="list-style-type: none"> <li>• There are a range of engagement sessions with DU's set up.</li> <li>• Approximately 250 Dr's have registered for the Locum bank. Most of these are internal to the Health Board.</li> <li>• Training took place in September and will continue in October.</li> <li>• Training will take place in September.</li> <li>• DU's have been issued with data gathering workbooks.</li> </ul>
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<ul style="list-style-type: none"> <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>• System ‘go live’ planned for <b>November 2019</b></li> </ul> <p><b>Kendall Bluck ED</b></p> <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.</li> </ul>
<p><b>Nursing</b> - To ensure the efficient and effective use of our nursing resource the Health Board is migrating all nurses to an e rostering system, integrated with the nurse bank module. The integrated system will assist compliance with the Nurse Staffing Act by providing a complete view of substantive rosters and temporary staff to ensure adequate staffing levels. The implementation of the e rostering system is aligned to a full review of shift patterns to ensure standardised shifts are established to meet service and patient needs. This work programme will be completed by late 2019. An additional module, ‘Safecare,’ will also be deployed which will provide a real time measure of patient acuity to ensure safe staffing levels are maintained.</p> <p>The priorities are:</p> <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 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.</li> </ul>	<p><b>Rostering:</b></p> <ul style="list-style-type: none"> <li>• Morriston &amp; Singleton have been fully rolled out.</li> <li>• The plan has been revised to support a system refresh within NPT to support accurate reporting with the insight service.</li> <li>• Rostering monitoring and review processes have been agreed and implemented in Morriston &amp; Singleton.</li> <li>• Safecare will begin deployment in Feb 2020 after the next monitoring period.</li> </ul>
<p><b>ENSURE STAFF OPERATE AT THE TOP OF THEIR LICIENCE</b></p>	<p>Work undertaken as part of the ‘Top of License’ work-stream in the Nursing HVO Project is progressing successfully. The most recent developments are :</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> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The new cohort of graduate nurses recruited (approx. 120 roles). These are scheduled to start in substantive roles in September 2019. The destination of the new nurses within Hospitals is confirmed.</li> <li>• Undertake the process for reducing variance in the in the Job Descriptions Unregistered HCSW Band 2, 3 and 4, Advanced Practitioners, Consultant Nurses.</li> <li>• The 7 new recruits for the Band 4 Assistant Practitioner roles to commence their induction in October.</li> <li>• A programme of work to create a development programme for the Band 3 Assistant Practitioner roles.</li> <li>• Identifying Service Delivery Unit workforce re-design opportunities, and enable the sharing of this learning to facilitate upscaling.</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> <ul style="list-style-type: none"> <li>• Educate managers in the use of the new all Wales Managing Attendance at Work policy to ensure we fully exploit opportunities to supporting staff back into work more quickly</li> <li>• Learning events and collaborative action plan with workforce, OH and TUs working in partnership to improve attendance</li> </ul>	<p><b>SICKNESS ABSENCE UPDATE</b></p> <ul style="list-style-type: none"> <li>• <b>Trained circa 500 managers to date with face-to-face training. The Health Board has a plan in place to train a further 2,560 by December 2020, via a blended learning approach.</b></li> <li>• <b>Trade union representatives have been invited to all our Managing Attendance training sessions, with ten staff side representatives attending training to date.</b></li> </ul>

<ul style="list-style-type: none"> <li>• Develop plan for implementation of learnings from best practise case study conducted in three areas of good sickness performance</li> <li>• Develop and implement improvement plan for occupational health services based on data analysis and engagement with clinical teams</li> <li>• Create a cultural audit tool based on work from the Kings Fund</li> <li>• Provide workshops for employees in collaboration with Health and wellbeing</li> <li>• Review of Workforce resource allocation to support managers in the management of sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>• All delivery units have taken best practice from the POW Case study report and included into Delivery Unit action plans. Actions plans are due to be reviewed in the next period following a focussed session on sickness absence within unit hotspots completed at the beginning of October 19.</li> <li>○ Singleton Delivery Unit absence deep dive review using the cultural audit has been completed and, overall learnings and best practice are to be shared across other units.</li> <li>• The Staff Wellbeing service have continued delivering a number of courses which include Work Related stress – Guidance for Managers, Meaningful &amp; Mindful Living and Mindful Menopause. Over 1000 staff have attended these workshops since June 18.</li> <li>• The third Staff Wellbeing Week took place across the main sites and HQ between 16-20th September and was attended by a large number of staff including 420 who booked on special wellbeing-related sessions held at four Health Board sites during the week.</li> <li>• Three investigating officers now commenced. This additional resource is beginning to allow the operational HR team to focus in more depth on sickness hotspot areas, providing guidance and direction to managers that drives action to support the improvement of absence performance.</li> </ul>
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### Domain – Shape of the Workforce

<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>• A workshop <b>was</b> organised for early September with cluster leads to support the development of cluster workforce plans and the development of the clusters IMTP 2020-23 for submission to Welsh Government.</li> <li>• Reconfiguration of the roles of our major hospitals continues in line with the organisation Clinical Services Plan. Year 1 priorities have been agreed for the three themes of Population Health and Wellbeing, Networked System of Hospitals and Mental Health and Learning Disabilities. We are currently establishing the workforce implications which will become clearer as work progresses and workforce plans are developed.</li> <li>• <b>Working on building a map of all the strategic service changes facing the HB to begin to assess</b></li> </ul>
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<p>Detailed workforce plans will need to be developed but the following areas will be priority areas of attention and focus:</p> <ul style="list-style-type: none"> <li>• Redesigning the <b>primary care workforce</b> to free up the time of GPs. This will include expanding the roles of the nursing, therapeutic, health science and pharmacy workforce into primary care settings to provide enhanced services in the community</li> <li>• Developing <b>new and extended roles</b>, including increasing the number of non-medical consultant roles and advanced practitioners</li> <li>• Redesigning the contribution of the <b>non-registered workforce</b> and upskilling staff to take on extended duties to release time of our registrants</li> </ul> <p>To support teams and improve <b>team working</b> we will continue to use evidence-based practice and develop our network of team based working facilitators to support team development and team working across the organisation.</p>	<p><b>how the workforce implications can be teased out and recorded.</b></p> <ul style="list-style-type: none"> <li>• An engagement document has been published on the intranet to seek staff views and suggestions on the Health Board structure.</li> <li>• Cluster workforce plans include the development of the multi-disciplinary primary care teams within the clusters. The Cwm Tawe model is being rolled out to 7 clusters and includes the expansion of audiology services, development of a Primary Care mental health role, recruitment of speech and language therapists and Physiotherapist.</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. They are able to undertake specific tasks delegated by a registered practitioner. This enables the role of the Registrant to be maximised and supports a career development framework for Healthcare support workers.</li> <li>• We continue to support teams to develop and work cohesively, which is increasingly important as we develop and support multi-disciplinary working.</li> </ul>
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**Domain – Pay and Reward**

<ul style="list-style-type: none"> <li>• Incentivise bank arrangements to increase supply including weekly pay</li> <li>• Creative design of junior doctor rotas and roles to enhance recruitment</li> <li>• Explore establishing a GP retainer scheme to encourage GPs to continue in practice past retirement age.</li> </ul>	<ul style="list-style-type: none"> <li>• Incentivised bank pay proposal <b>were agreed by leadership team and are planned to be in place by end of October.</b></li> <li>• See Medical R&amp;R section above</li> </ul>
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**Domain – Workforce and OD Function**

<p><b>WORFORCE CAPACITY AND STRUCTURE</b></p>	
<p>A review of the priorities, structure, and the operating model of the Workforce and OD function is a critical priority for 2019.</p> <p>The following areas will be addressed as immediate priorities for action:</p> <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>	<ul style="list-style-type: none"> <li>• Portfolios of Assistant Directors revised in May 19 to ensure better alignment to organisational needs and priorities</li> <li>• Operational team brought together (virtually) to ensure team cohesion and improve consistent of practice. Accommodation to centralise the team in one geographic location has been secured at HQ and will be available in December 2019, consultation to start with team in September 2019</li> <li>• PADR compliance stands at 61% and S&amp;M training compliance at <b>xx%</b></li> </ul>

<ul style="list-style-type: none"> <li>Strengthen workforce planning capacity and skills</li> </ul>	<ul style="list-style-type: none"> <li>Swansea university support sought to develop and deliver a development programme for all HR Business Partners</li> <li>Training sessions from NWSSP employment lawyers conducted to ensure compliance with best practice in relation to ER casework and sickness absence management, further training session will be delivered in October/ November</li> <li><b>Allegations drafting training in place for October 2019</b></li> <li><b>Operational team development day October 2019</b></li> <li>Peer group reviews established to ensure consistent and professional management of ER cases</li> <li>Investigation Officers appointed commencing in August and September</li> <li><b>Investigation Officers report writing training undertaken in September 2019</b></li> <li>Resource bid developed and initial discussion with DoF and CEO. Further review required and will be address as part of full review of corporate functions resourcing in September – full workforce re-structure will follow when agreed level of investment identified</li> <li>HEIW support secured to deliver on site workforce planning development sessions in the Autumn</li> <li>Enhancing workforce planning capacity is included in the workforce capacity bid.</li> </ul>
	<p><b>Areas for targeted progress:</b></p> <ul style="list-style-type: none"> <li>Professional develop plan for <b>all</b> workforce staff</li> <li>Clarity on additional resource to improve capacity</li> </ul>
<p><b>Digital Workforce Solutions Deployment plan</b></p>	
<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>Resource to roll out ESR functionality in identified in the workforce capacity bid</li> <li>Locum on Duty – roll out commenced to be concluded with ‘go live’ <b>November 2019</b></li> <li>E Job Planning project has commenced <ul style="list-style-type: none"> <li>Consistency panels have been set up.</li> <li>We have received 304 Job plans out of an expected 544.</li> <li>179 job plans have been entered on to the system and ESR.</li> <li>125 job plans require further information before they can be entered on to the system</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• E rostering – Singleton completed, Morriston completed.</li> <li>• ER system built, staff training provided, IG issues resolved, <b>system is now live.</b></li> </ul> <p><b>Areas for targeted progress:</b></p> <ul style="list-style-type: none"> <li>• ESR roll out (linked to capacity)</li> </ul>
<b>Employee Relations Climate</b>	
<p>Continue to strengthen meaningful partnership working within the health Board and build strong and trusted relationship with staff side colleagues. This will include:</p> <ul style="list-style-type: none"> <li>• In partnership review and take forward the agreed changes in partnership working as recommended by ACAS following their review of current arrangements</li> <li>• Review the operation of the A4C Local Partnership Forum to ensure it is operating effectively</li> <li>• Review the operation of the A4C Local Negotiating Committee to ensure it is operating effectively</li> </ul>	<ul style="list-style-type: none"> <li>• 3 partnership workshops delivered to HR and Tus by ACAS. Outcome report compiled and follow up discussion planned for September which will lead to full action plan being developed</li> <li>• <b>Feedback session facilitated by ACAS October 2019</b></li> <li>• Regular informal meetings with lead local reps to address emergent issues</li> <li>• W&amp;OD Director monthly meeting with UNISON full time officer and bi-monthly with RCN full time officers</li> <li>• Weekly sub group TU meetings ongoing</li> <li>• Agreement with TUs to hold a TU only meeting once each month to enable more staff side discussion</li> <li>• Ad hoc meetings with UNISON full time officer and branch to address areas of mutual concern and improve partnership working</li> </ul> <p><b>Areas for targeted progress</b></p> <ul style="list-style-type: none"> <li>• Review the operation of the A4C Local Negotiating Committee to ensure it is operating effectively</li> </ul>
<b>Deliver the Basics Brilliantly</b>	
<p>More effective and streamlined processes must be established to manage the following issues:</p> <ul style="list-style-type: none"> <li>• <b>Sickness Absence</b> – to meet the requirements of the 2018 Managing Attendance at Work Policy and ensure that all sickness is managed appropriately, compassionately and in a timely manner. The role of the workforce team in sickness management will be reviewed</li> <li>• <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</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of the IO's will release some capacity in the workforce operational team to support attendance management.</li> <li>• <b>Investigation Officers report writing training undertaken in September 2019</b></li> <li>• A plan is in development to support a manager after they have had their MAAW training this will include an audit of their current attendance management practice, review of all current cases with HR support and development of an action with monthly follow up meetings to ensure embedding of good practice.</li> <li>• The volumes of ER casework are showing a sustained reduction but the volumes remain higher than other HBs – disciplinary cases have fallen to <b>53</b></li> <li>• Series of peer group case work reviews being led by Assistant Director to ensure effective, timely and consistent management. Case reviews will continue</li> </ul>



<ul style="list-style-type: none"> <li>• <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.</li> </ul>	<p>on a monthly basis. Key themes are being picked up from the review and an improvement plan is under development to ensure consistent good practice.</p> <ul style="list-style-type: none"> <li>• IOs appointed in partnership with TUs. Two in post, one to join in September. Training and induction programme being delivered. Case management software live to enhance case management.</li> <li>• <b>Third IO has commenced</b></li> <li>• New process of managing lapsed registrations agreed with Corporate nursing and TUs</li> <li>• Agreement in principle to work with UNISON the ‘<i>Just and Fair</i>’ initiative in place in some Trusts in NHS England.</li> <li>• Recommendations for the job evaluation audit have been completed.</li> <li>• Job evaluation protocols have been developed in partnership with staff.</li> <li>• Developing plans for a job description library</li> <li>• <b>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.</b></li> <li>• <b>Members of Operational Team have attended the Compassion starts with me conference.</b></li> </ul> <p><b>Areas for targeted progress</b></p> <ul style="list-style-type: none"> <li>• Development of managers skills in capability management</li> <li>• Development of managers skills in relation to starting salaries protocols</li> </ul>
<p><b>Establish effective governance structure</b></p>	
<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 Committee to ensure that the Board has appropriate assurance of workforce issues</li> <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> </ul>	<ul style="list-style-type: none"> <li>• Role and remit of W&amp;ODC continues to develop well. Cross referrals from other Board Committees operational. In committee section of Committee established</li> <li>• Position of Workforce and OD Forum needs further development in light of workforce work stream of Transformation programme to ensure alignment</li> <li>• More robust management of IA recommendations in place. Responsibility for oversight will be in the compliance arm of the revised W&amp;OD structure. Outstanding recommendations in the main require action by local managers or are linked to capacity and resource challenges (ie ESR)</li> </ul>

<ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <li>• Risk register updated on a regular basis and narrative risk updates provided to each W&amp;ODC</li> <li>• DBS project is been rolled out, all staff who require a DBS check who do not have one recorded will be checked. This is a recommendation from the HEIW KW review</li> </ul>
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