

**Summary of Progress**  
**Workforce and OD Framework**  
**October 2019**

<b>Domain - Leadership, Culture and Staff Development</b>	
<b>Objective</b>	<b>Progress in Last Period (August-October)</b>
<b>EXCELLENT STAFF EXPERIENCE</b>	
Create opportunities to engage with staff on shaping the future of the Health Board	<ul style="list-style-type: none"> <li>• #ShapingSBUHB is continuing to evolve and we are currently focusing our resource on the #LivingOurValues campaign, as one of the top 10 suggestions voted on and requested by our people.</li> <li>• To date <b>over 250 pledges</b> have been signed, <b>13 bespoke workshops/stands</b> delivered along with all Unit team briefs, with <b>12 sessions planned</b> and requests are continuing to grow both for blank pledges and bespoke workshops.</li> <li>• 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.</li> <li>• #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.</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.</li> <li>• Further work is to be undertaken with leads at Morriston ED to take this forward.</li> <li>• involvement in '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>Develop our approach to supporting staff who have raised concerns</p>	<ul style="list-style-type: none"> <li>• Freedom to speak Up Guardian service</li> <li>• <b>31</b> contacts to date (May – September) plus an additional <b>7</b> since September’s report.</li> <li>• Regular awareness sessions by Guardians across the Health Board including presentations to departments, wellbeing champions and weekend awareness stands held across all main sites</li> <li>• Monthly monitoring meetings continue with Director of W&amp;OD and 8-weekly meetings with Interim Chair as non-executive sponsor.</li> <li>• The first quarter activity report was presented to Partnership Forum on 24<sup>th</sup> September 2019 and Senior Leadership Team on 2<sup>nd</sup> October 2019.</li> <li>• Investigations for renewal of contract have commenced.</li> </ul>
<p>Undertake listening sessions with departments to understand issues and produce ideas for improvement and feedback for action planning</p>	<ul style="list-style-type: none"> <li>• As detailed in objective 1, a large portion of resource has been injected into the #LivingOurValues Campaign.</li> <li>• In addition, and as part of the #ShapingSBUHB agenda, work has been undertaken with NPTH nurses to pilot flexible work arrangements (i.e. moving to longer shifts) for Wards C, D, and E.</li> <li>• The pilot 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).</li> <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>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.</p>	<ul style="list-style-type: none"> <li>• All Investigating Officers now in post</li> <li>• ACAS Training focusing on Appropriate Behaviours in the workplace continues and has been built in as a core module as part of the Management Pathway</li> <li>• #LivingOurValues Campaign continues to be rolled out as detailed in objective 1 and 3.</li> </ul>
<p><b>Awards and Recognition</b> Continue to deliver a 'Staff Recognition Programme', including long service awards, patient choice awards, and staff recognition events</p>	<ul style="list-style-type: none"> <li>• An early Patient Choice Awards was held for NPT Delivery Unit on 24<sup>th</sup> September 2019 as part of a wider show casing day.</li> <li>• The nominations saw <b>4 individuals and 3 teams</b> recognised for providing exceptional care and services. Further events are planned for November and December 2019.</li> <li>• Long service awards ceremony held 1<sup>st</sup> October 2019 where <b>87 qualifying staff</b> 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>• We are currently progressing the reviewing and re-branding the awards programme in line with #LivingOurValues.</li> </ul>
<p><b>Workforce Equality</b> Promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work.</p>	<ul style="list-style-type: none"> <li>• <b>Allies EqualITEA</b> On 4<sup>th</sup> September.</li> <li>• <b>Celebrating Cultural &amp; Ethnic Diversity Event</b> On 8<sup>th</sup> October.</li> <li>• <b>Equality Training Sessions</b></li> <li>• <b>LGBT+ Inclusion Sessions</b></li> <li>• <b>Induction</b></li> <li>• <b>Policy to support staff transitioning and all trans* staff</b> During September.</li> <li>• <b>Pride Cymru</b> On 24<sup>th</sup> August</li> <li>• <b>World Mental Health Day</b> On 10<sup>th</sup> October</li> <li>• <b>PROJECT Search launch</b> On 12<sup>th</sup> September</li> </ul>
<p>We will support the development of staff Network's : Womens, BME etc</p>	<ul style="list-style-type: none"> <li>• Launch of BAME Network</li> <li>• Promotion of networks during training sessions</li> <li>• Fostering relations between networks</li> </ul>

<p>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).</p>	<ul style="list-style-type: none"> <li>• Exploratory conversations with Chwarae Teg</li> <li>• Working closer with Stonewall</li> </ul> <p>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.</p>
<p><b>EXCELLENT LEADERSHIP</b></p>	
<p><b>Leadership Development</b> Develop our Board and Leadership Teams through a targeted Kings Fund Leadership Development Programme</p>	<p>No Update</p>
<p>Establish and embed a series of Leadership Summits to facilitate multidisciplinary leadership development and the sharing of best practice.</p>	<ul style="list-style-type: none"> <li>• We have recently had our 2<sup>nd</sup> leadership summit of 2019 attended by 130 – 150 managers.</li> <li>• This was well evaluated.</li> <li>• Planning is underway for the next Leadership Summits and the Leadership Masterclasses.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>• There have been 3 cohorts of our revised '<b>Impact</b>' leadership programme, 51 members of staff so far</li> <li>• <b>Footprints</b> has now been established for 2.5 years.</li> <li>• Delivery to 63 cohorts which accounts for 931 members of staff</li> <li>• 29 cohorts of Footprints for 2020</li> <li>• <b>Bridges</b> has been established for 1 year.</li> <li>• Delivered training to 9 cohorts, which accounts for 72 senior managers.</li> <li>• 12 cohorts booked for 2020.</li> </ul>
<p>Support medical leadership development through the relaunched consultant development programme and access to Academi Wales Medical Leadership Programme.</p>	<ul style="list-style-type: none"> <li>• The first cohort of the Consultant Development Programme have now completed their training.</li> <li>• Cohort 2 has recently started and has 21 attending. We have 2 cohorts booked for 2020.</li> </ul>
<p><b>Coaching</b> Refresh our coaching strategy and increase our internal coaching capacity, through investment and training</p>	<ul style="list-style-type: none"> <li>• 46 individuals have attended the Coaching for Impact course since April 2019</li> <li>• To build on this, we have embedded the programme into the new mandatory Managers Pathway which will ensure all new managers attend</li> <li>• A coaching Framework document has been created together with a coaching policy and tool kit available for coaches to use within their coaching sessions.</li> <li>• A total of 20 staff remain working towards finishing their qualification.</li> </ul>

<b>EXCELLENT MANAGERS</b>	
<p><b>Management Development</b> Agree an Organisational approach for the development of 'People Management Skills' which includes baseline standards and competencies.</p>	<ul style="list-style-type: none"> <li>• 46 managers signed up to our first cohort of managers pathway all of whom are now three months into their yearlong programme.</li> <li>• Cohort 2 of Managers Pathway will start on January 17<sup>th</sup> 2020 of which 37 managers have signed up to date.</li> <li>• 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.</li> </ul>
<p>Provide leaders and managers with change management skills through the development of a toolkit approach that focuses on individual reactions to change</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Support managers and teams using a range of bespoke development interventions, to facilitate self-reflection feedback and improvement</p>	<p>Learning and Development Department has received on average two bespoke requests a week including themes of:</p> <ul style="list-style-type: none"> <li>• Teams needing support – generally involved exploration of effective working relationships; managing challenge and conflict; appreciation of diversity preference.</li> <li>• Introduction to change management and leadership in practice</li> <li>• Values exploration and living the Health Board'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> Improve workforce productivity through performance management to meet out 85% PADR Target</p>	<ul style="list-style-type: none"> <li>• As at Oct 2019 PADR compliance is 67% with a head count of 11,620 and a total of 7,785 staff having a PADR recorded within ESR</li> </ul>
<p>Continue to support managers to deliver effective PADRs</p>	<ul style="list-style-type: none"> <li>• Additional PADR Training for Estates staff.</li> <li>• Revamp of PADR Training.</li> </ul>
<p><b>Statutory and Mandatory Training</b> Improve workforce productivity through performance management to meet our 85% Mandatory training target</p>	<ul style="list-style-type: none"> <li>• Oct 2019 Compliance is 79.12%</li> </ul>
<p>Work with subject matter experts to ensure that Mandatory Training across ABMU is fit for purpose. Scoping levels of competency against previous training</p>	<ul style="list-style-type: none"> <li>• Identification of essential training requirements over and above the Mandatory &amp; statutory requirements as the next major phase to consider.</li> </ul>

and knowledge to ensure recognition of prior learning and correct levels of competence recorded.	<ul style="list-style-type: none"> <li>• Meeting have been taking place with an agreement of Midwifery to identify a pilot programme</li> </ul>
<b>EXCELLENT PATHWAYS</b>	
<p><b>Career and Talent Pathways</b></p> <p>Further develop and extend our ABMU Apprentice Academy, offering opportunities for new staff to join the health board and existing staff.</p>	<ul style="list-style-type: none"> <li>• Ongoing with regular recruitment across the organisation.</li> <li>• 200+ apprentices recruited so far. 75% retention rate.</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>• October 2019 review and pause in Apprentice Academy activity whilst awaiting review of staffing support.</li> </ul>
Work with our partners to develop new and higher level apprenticeship pathways	Ongoing
Extend the role out of 'Project Search' into Swansea and Neath.	Project search launched in Morriston in September 2019.
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.	<ul style="list-style-type: none"> <li>• 49 additional starts onto the Vocational Training Programme</li> <li>• Change of Contract Provider</li> </ul>
Further develop the ABMU internal graduate scheme	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Work with HEIW to introduce NHS Wales Talent Management Scheme for Tiers 1-3 and consider local	<ul style="list-style-type: none"> <li>• 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</li> </ul>

implementation of national principles for other levels of staff.	its influential voice whilst attending numerous workshops on the design and development of this model.
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.	Programmes ongoing.
<b>Domain – Workforce Resourcing</b>	
<b>RECRUITMENT - Medical</b>	
Increase the core medical workforce	<p>Multiple recruitment campaigns under way including:-</p> <ul style="list-style-type: none"> <li>• Current and previous Bapio visits to India</li> <li>• Design your own job</li> <li>• Trialling F3s or Junior clinical fellow posts.</li> <li>• Working with Medacs and other agencies around permanent recruitment</li> <li>• Over establishing to deal with unexpected gaps on rotas.</li> <li>• Reviewing the Consultant recruitment process</li> <li>• Working with HEIW and NSWWP around the single lead employer for doctors in training</li> <li>• Signed up to an enhanced BMJ package for targeted recruitment</li> </ul>
<b>RECRUITMENT – Nursing</b>	
Increase the core nursing workforce	<p>Multiple approaches being pursued:-</p> <ul style="list-style-type: none"> <li>• 12 IELTS ready nurses recruited with HCL</li> <li>• Exploring the possibility of utilising Medacs to do the same.</li> <li>• Project around working staff at the top of their license.</li> <li>• Working with Swansea University around return to practice and targeting nurses 50 plus.</li> <li>• Introduced a new role of Asst practitioner at band 4 level.</li> <li>• The Communication team supported a successful campaign to recruit neonatal nurses.</li> </ul>
<b>RECRUITMENT - Therapies and Health Science</b>	
Increase the core Therapies and Health Science Professions.	<ul style="list-style-type: none"> <li>• Streamlining being introduced by HEIW in 2020</li> <li>• Part time secondment from physio to support the workforce planning and R&amp;R agenda.</li> <li>• Work underway around the Psychology workforce who are running at a 50% vacancy level</li> </ul>

General	<ul style="list-style-type: none"> <li>November/December establish a think tank to look at what the HB should do in terms of strategic recruitment and retention. Some of this is resource dependant</li> </ul>
<b>REDUCE TURNOVER RATES AND IMPROVE STAFF RETENTION</b>	
Reduce turnover and improve staff retention.	<ul style="list-style-type: none"> <li>Working on the standard of induction for overseas doctors.</li> <li>Meeting in November with Taha Idris to explore cultural links in the community</li> <li>November/December establish a think tank to look at what the HB should do in terms of strategic recruitment and retention. Some of this is resource dependant</li> <li>Hot spot analysis undertaken for newly qualified nurses</li> </ul>
<b>DEVELOP INTERNAL STAFF BANK</b>	
Participate in the creation of a single all wales staff bank in partnership with NWSSP	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. 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.
Proactive marketing and the development of incentives to improve recruitment to the nurse bank. This will include the introduction of weekly pay	Proposals for enhanced payments for staff above band 6 who undertake band 5 shifts has been approved by leadership team and bank office are on 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. This is aimed at increasing the numbers of substantive staff on the bank and thus reduce agency costs.
Internal bank	<ul style="list-style-type: none"> <li>Roll out of the medical Bank by end of November 19</li> </ul>
<b>Domain – Workforce Efficiency</b>	
<b>STAFF HEALTH AND WELL-BEING</b>	
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.	<p>Commencement of AHP OH clinical Lead Sept 19 and Band 7 Nurse Oct 19</p> <p>Multi-disciplinary team meeting commenced Sept 19  Management referral workshop held Sept 19  Pre-employment workshop held Sept 19</p>

	<p>Reduced waiting times for management referrals (approx. 5 weeks Sept 2018 to 3 weeks Sept 2019 with 170 referrals monthly).</p> <p>IGB funds enabling scanning of all paper OH records (plan to complete Dec 2019)</p> <p>384 management referrals received Aug &amp; September</p> <p>1114 pre-employment's cleared Aug &amp; Sept 19</p> <p>Continue to deliver OH service to CTM UHB via SLA.</p>
<p>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.</p>	<p>Approx. 182 referrals during August and July - 96% within 5 working days - 71% for mental health support and 29 % for musculoskeletal support</p> <p>25 Physiotherapy Work based assessment undertaken during reporting period</p> <p>Wellbeing week delivered – 650 staff attended with 420 attending related workshops (Dancing and Singing for Health, Resilience at Work and Advice for Sedentary Workers)</p>
<p>Develop interventions to focus on mild to moderate mental health problems.</p>	<p>Staff Counsellor working with Powys HB staff to implement a pilot of 'Silver cloud' – NHS Wales developed on-line CCBT tool</p> <p>All Wellbeing staff trained in CBT, Mindfulness and suicide prevention/management to provide self-management strategies for mild-moderate mental health.</p>
<p>Continue to develop our network of—Wellbeing champions (WB Champions) who can signpost colleagues to health and wellbeing services.</p>	<p>Additional 24 WB Champions joined the network during August and September – over 330 WB Champions in SBU</p> <p>4 Autumn workshops planned for Oct and Nov 19 with 125 staff booked</p> <p>A survey of the Champions showed 2,023 employees are aware of a Champion in their work location and approx. 1 Champion to every 38 employee's</p>
<p>Implement training for managers to use the Health and Safety Executive Stress Management Standards alongside training in managing mental health in work</p>	<p>6 sessions of HSE Work related stress for managers delivered Aug-Oct (59 staff) including bespoke session for IM&amp;T (26 staff)</p>

	4 sessions of managing mental health at work – 23 attendee's
Working closely with related organisations such as Time to Change Wales (T2CW) to reduce the stigma and discrimination of mental health.	The Chief Executive signed the T2CW pledge & relaunched SBU's commitment to working with T2CW on 20 <sup>th</sup> September, the final day of this year's Wellbeing Week. 2 anti-stigma presentations during reporting period and 4 exhibition stands during wellbeing week
Continue to deliver initiatives such as Self-management for mental health, Mindful Menopause and Stress Awareness sessions.	2 sessions of Mindful & Meaningful Living – 11 attendee's 4 sessions of Mindful Menopause – 54 attendee's 4 courses of Managing Your Wellbeing delivered
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	96 referrals to the service during August and September 19  3 business breakfast seminars held for local businesses to engage with the service and increase awareness of support available  12 Workplaces health programmes in development with local SME's
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	No update
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.	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. First update of number of vaccinations given to staff due to PHW on 6 <sup>th</sup> Nov 19.
<b>REDUCE VARIABLE PAY and EFFICIENT STAFF DEPLOYMENT</b>	
<b>Medical</b> <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</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of E job planning</li> <li>Scrutiny of job plans and annual leave utilisation.</li> <li>Roll out of Locum of Duty by November 2019</li> <li>Exploring the purchase of a rostering and annual leave module for the medical workforce.</li> </ul> <b>Kendall Bluck ED</b> <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>parallel review annual leave allocations to ensure these are appropriate</p> <ul style="list-style-type: none"> <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> <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>	
<p><b>Nursing</b></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>	<ul style="list-style-type: none"> <li>• Morriston &amp; Singleton are complete. Work is now beginning with NPT to revise their practices and ensure that the data is correct so that we can scrutinise the efficiency.</li> <li>• Each DU has implemented scrutiny processes to monitor efficiency and compliance with policy.</li> <li>• This is planned to begin in February 2020.</li> <li>• A review is taking place with a proposal to amend the structure.</li> </ul> <p>No Update</p>
<p><b>ENSURE STAFF OPERATE AT THE TOP OF THEIR LICIENCE</b></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> </ul>	

<ul style="list-style-type: none"> <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> </ul> <p>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.</p>	<ul style="list-style-type: none"> <li>• Work in progress</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> <p>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.</p>	<p>Circa 500 managers trained to date</p>
<p>Learning events and collaborative action plan with workforce, OH and TUs working in partnership to improve attendance</p>	<p>Trade union representatives have been invited to Managing Attendance training sessions.</p> <p>10 representatives attended training to date.</p>

<p>Develop plan for implementation of learnings from best practise case study conducted in three areas of good sickness performance</p>	<p>Best practise case study re-issued</p> <p>Units have elements of best practice included into Delivery Unit action plans. Due to be revised</p> <p>Focussed session on sickness absence within unit hotspots completed.</p>
<p>Develop and implement improvement plan for occupational health services based on data analysis and engagement with clinical teams</p>	<p>Plan agreed by Execs Nov 18 and delivered during 2019. Plan includes;</p> <p>Using IBG funds to scan all OH records (to conclude Dec 19) ; developing prudent model by reducing medical input and increasing AHP resource (medical resource halved and Physio and OT commenced); developing MDT approach (fortnightly meetings now taking place); using digital processes and solutions to improve efficiencies (new OH database, Cohort 10, implemented and digital processes in train), skill-mix considerations (Band 3 Nurse technician now in post) and Band 5-6 Nurse development posts being implemented.</p>
<p>Create a cultural audit tool based on work from the Kings Fund</p>	<p>Singleton Delivery Unit absence deep dive completed in hotspots using the cultural audit.</p> <p>MH&amp;LD commenced audits using cultural audit tool.</p>
<ul style="list-style-type: none"> <li>• Provide workshops for employees in collaboration with Health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Over 1000 staff have attended workshops since June 18 which include Work Related stress Guidance for Managers and Meaningful &amp; Mindful.</li> <li>• Third Staff Wellbeing Week took place across the main sites and HQ between 16-20th September 420 staff attended wellbeing-related sessions.</li> </ul>
<p>Review of Workforce resource allocation to support managers in the management of sickness absence</p>	<p>Three investigating officers now commenced, allowing the operational HR team to focus in more depth on sickness improvement activity.</p>
<p><b>Domain – Shape of the Workforce</b></p>	
<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> </ul>	<ul style="list-style-type: none"> <li>• Work underway to complete the IMTP cycle at present.</li> <li>• Multiple examples of role substitution, advanced practice etc.</li> <li>• Developing workforce strategy for PAS. Aneurin Bevan presenting in November to share their journey</li> <li>• First year for the clusters to produce their workforce plans</li> </ul>

<ul style="list-style-type: none"> <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>• Working on building a map of all the strategic service changes facing the HB to begin to assess how the workforce implications can be teased out and recorded.</li> <li>• An engagement document has been published on the intranet to seek staff views and suggestions on the Health Board structure.</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</li> </ul>
<b>Domain – Workforce and OD Function</b>	
<b>WORFORCE CAPACITY AND STRUCTURE</b>	
<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>	<p>AD Portfolios realigned</p> <p>In progress</p> <p>Business case developed for consideration</p>
<b>Digital Workforce Solutions Deployment plan</b>	
<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>• Roll out of software for e job planning</li> <li>• Locum on duty</li> <li>• Exploring the purchase of a rostering and annual leave module for the medical workforce.</li> <li>• Allegations drafting training in place for October 2019</li> <li>• Operational team development day October 2019</li> <li>• Investigation Officers report writing training undertaken in September 2019</li> </ul>
<b>Employee Relations Climate</b>	
<p>In partnership review and take forward the agreed changes in partnership working as recommended by ACAS following their review of current arrangements</p>	<p>Feedback session facilitated by ACAS October 2019</p>
<b>Deliver the Basics Brilliantly</b>	
<p><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</p>	<ul style="list-style-type: none"> <li>• Investigation Officers report writing training undertaken in September 2019</li> </ul>

<p>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</p>	<ul style="list-style-type: none"> <li>• Third IO has commenced Members of Operational Team have attended the Compassion starts with me conference.</li> </ul>
<p><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.</p>	<ul style="list-style-type: none"> <li>• 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.</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> <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>	<p>Workforce and OD forum met on 19<sup>th</sup> September 2019.</p>