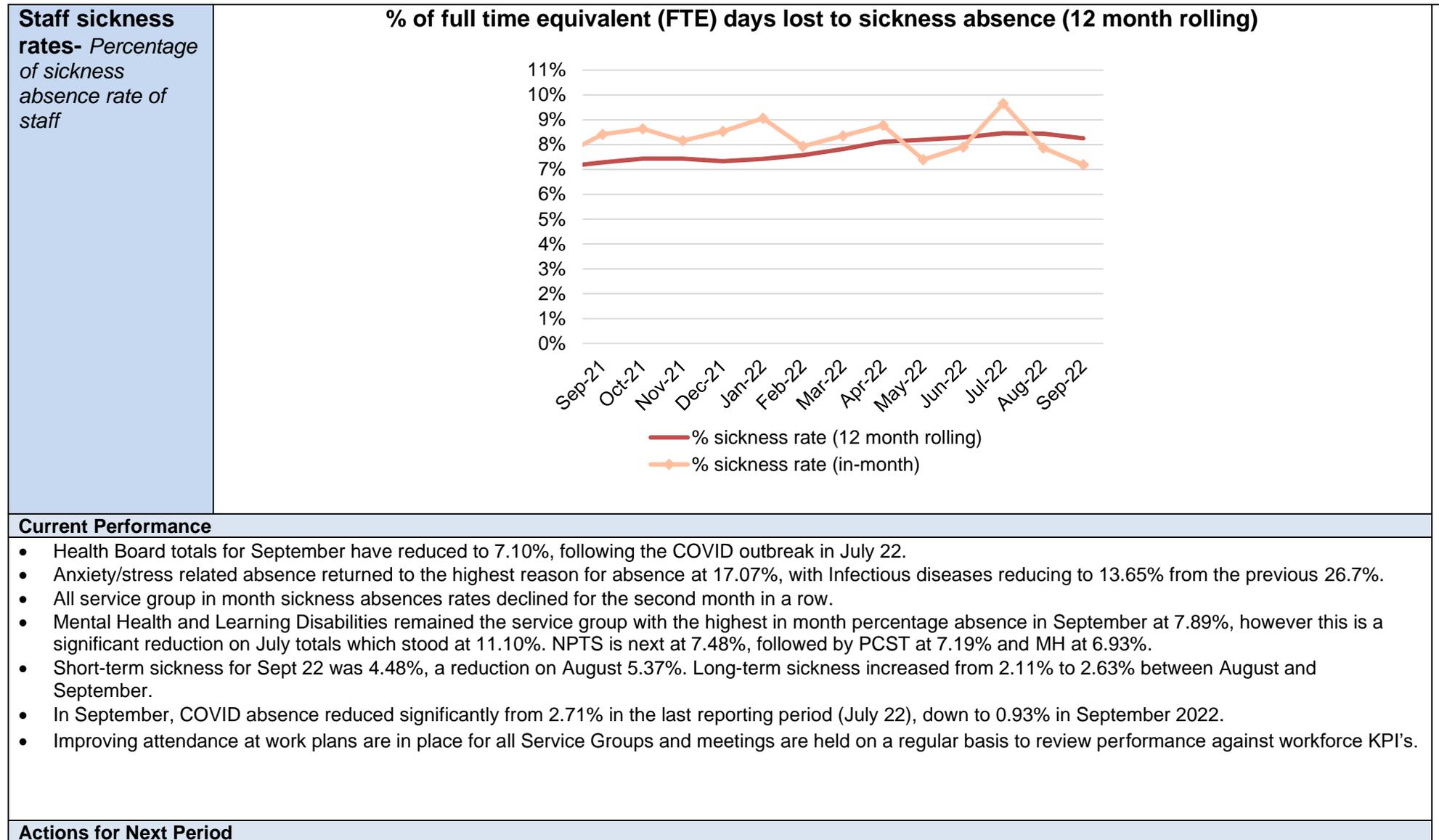


10. WORKFORCE UPDATES AND ACTIONS

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



General

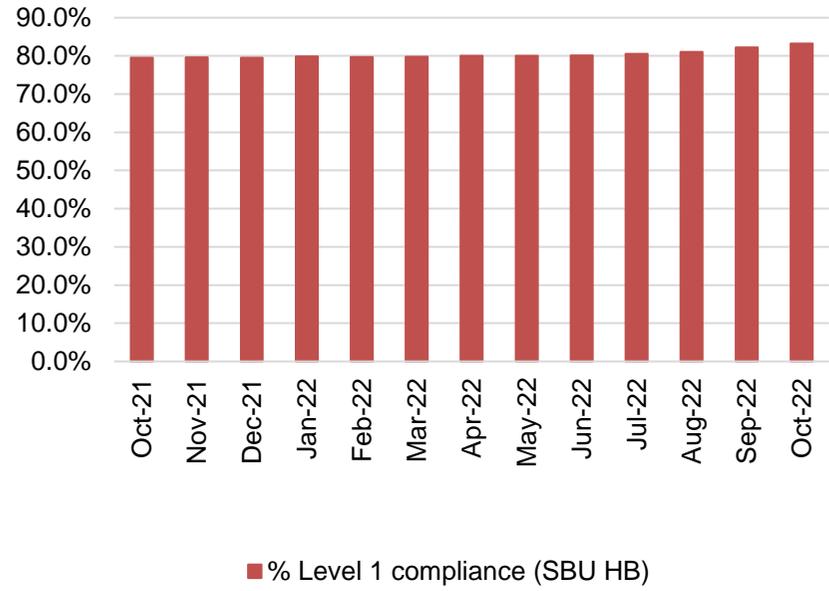
- Monthly meetings implemented from October 22, between HR Operations, HRBP's and Occ health/Well-being to discuss the barriers to improving employee attendance at work and how they can collaboratively work together to try and overcome some of the issues within the services.
- Time to Change Wales (TTCW) is a national campaign to end the stigma and discrimination faced by people with mental health problems. Training sessions rolled out until December 22.
- React and Suicide awareness training for managers/colleagues rolled out from September 22.
- October is 'speak up safely' month. Guardian service will attend all main hospital sites and civility save lives virtual MS teams training will be held on dates throughout October 22.
- Rollout of the Autumn/winter co-administered Covid-19 vaccine and staff flu vaccine.
- Implementation of the AMSR OCP from September 22.

Staff Health and Wellbeing

- Occupational Health supporting the autumn rollout of the co-administered Covid-19 vaccine and flu vaccine to reduce the risk of sickness absence. 6147 staff vaccinated against Covid-19 (50% of frontline staff) and 4879 staff have received the flu vaccine (37% of frontline staff) as 17/11/22. Incentives funded to increase uptake with related Comms. Nov/Dec 22.
- Promotion of TRiM and REACTMH training to support the management of trauma across the HB via the 560+ Wellbeing Champion network and SBU TRiM Conference – Nov/Dec 22
- Continued delivery of Post-Covid Staff Wellbeing Strategy that includes evidence based support for trauma, mental health and muscle-skeletal issues. Health Board wide Staff Wellbeing Forum developed with aim of sharing best practice and widening awareness of support for staff – Nov/Dec 22
- Continue supporting staff experiencing Long Covid with self-management approaches/return to work advice utilising fixed term Welsh Government funding – over 160 referrals to date. Promote the service via intranet – Nov/Dec 22
- ESF funded In Work Support Service funding ends 31/12/22 – OCP developed to support the team and provide redeployment opportunities where possible. Nov/Dec 22
- Menopause support to be provide for staff and managers via virtual and physical interventions e.g menopause café's to increase awareness of support/policies available. Nov/Dec 22

**Mandatory &
Statutory
Training-****% of compliance with Core Skills and Training Framework**

Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation



Current Performance

- Since the last performance report, compliance against the 13 core competencies has changed slightly from 81.99% to 83.98% This is an increase of 1.99%.
- The Staff Group Medical & Dental continue to be the lowest performing area, standing at 52.12% compliance, which is an increase of 1.63% on the last reported figure of 50.49%.
- Staff Group Allied Health Professionals remain the highest performing area, which stands at 90.63%. with Additional Professional, Scientific and Technical staff just behind at 90.57%
- Morriston Service Group is the lowest performing service group which stands at 77.75%, which is an increase of 2.92% from the last reported figure.
- NPTS Service Group has shown a 1.64% increase to 85.16%.
- MH & LD Service Group 88.39%, which is an increase of 0.53% from the last reported figure.
- Primary Care, Community and Therapies is the highest performing service group at 90.75%, which is an increase of 1.03% on the last reported figure.
- Estates and Facilities compliance has improved to 77.45% and 80.48% respectively.
- **[Ongoing]** There have been significant changes to directorate and corporate area structures, as there will continue to be in line with proposed structure changes that will be taking place across the health board for a significant period to come. It has also been highlighted by key individuals from directorates and corporate areas that on closer inspection of staff in post structures, work needs to be carried out at a local level to ensure accuracy as some structure changes have not been reflected in their staff in post lists.

Actions for Next Period

- **[Updated]** E-learning drop-in sessions have been booked in the libraries of Cefn Coed, Singleton, Morryston & Neath Port Talbot for 2023. Virtual support via Teams is also offered as well as email and other support for staff. A request has been made for an M365 Bookings Calendar, with a view to utilising this to manage self-booking for virtual support via a Teams call.

[Updated] Safeguarding are continuing to raise the profile of M&S training in relation to the safeguarding ward / area annual audits being undertaken. In preparation for the introduction of Liberty Protection Safeguards, the Health Board has set up a Task and Finish Group, the first meeting is to be held in December and additional funding for training has been received from Welsh Government.

- **[Ongoing]** The project of identifying essential training for all staff has been paused due to ongoing national work and advice that has been given nationally. No timescale has been provided regarding the national work that will form a 'Once for Wales' approach. The Health Board will need to address inconsistencies and high volume of position numbers, with conversations currently ongoing as to how this can best be addressed.
- **[Updated]** A review of staff with Learning administration has taken place and staff not using this level of access within the last 12 months have been removed with other staff being granted in place. Other staff with Learning Administration used to update training events, high level training etc., will not have their access removed. As SSS (Supervisor Self-Service) is being rolled out by the local ESR team, all staff with Learning Administration access used to update PADR data will have access removed as it will no longer be required. A transition period will be required prior to implementing this change.
- Dementia Training are trialing virtual skilled sessions, which have been planned for October to December.

By HB L5, the Service Group figures are:

- **MH&LD** - Clinical Directors to continue to focus on improvement of mandatory training for Medical staff currently in an improved position at 64.45%
- **NPTS** - The Service Group is using the Divisional Medical Workforce Boards as a forum to understand how it can work with this staff group to improve compliance with mandatory training.
- **PCCT** –The Service Group is currently compliant as they are over the 85% compliance rate.
- **Morryston** - The divisions have devised action plans to achieve their targets regarding M&S, and the ASDs request updates from their teams regularly in relation to progress. On a monthly basis the divisions are required to provide updates on their progress to management board in the performance reviews
- **Estates and Facilities** - On-going support is being provided to Estates and Facilities staff who are finding it difficult to complete the training. i.e., allocating time and resources.

**Vacancies
Medical and
Nursing and
Midwifery**

Vacancies Aug to Oct 2022

Grade - Medical And Dental	Oct Budgeted Establishment	Aug-22	Sep-22	Oct-22	
21000-Consultant (M&D)	528.92	-49.87	-47.22	-45.12	↓
21100-Locum Consultant (M&D)	13.20	24.60	24.95	25.15	→
22110-Associate Specialist (M&D)	37.61	-11.81	-11.81	-12.31	↑
22250-Specialist Dental Officer	3.50	0.00	0.00	0.00	→
22260-Senior Dental Officer	1.40	-0.80	-0.80	-0.80	→
22270-Dental Officer	5.40	-0.20	-0.20	-0.90	↑
22310-Speciality Doctor (M&D)	77.75	-11.45	-9.75	-8.05	↓
22320-Locum Speciality Doctor (M&D)	0.20	-0.10	-0.10	-0.10	→
23100-Specialty Registrar (M&D)	402.70	-282.40	-282.05	-284.30	↑
23105-SLE- Specialty Registrar (M&D)	32.03	-32.03	-32.03	-32.03	→
23120-Locum Specialty Registrar (M&D)	13.00	-3.00	-3.00	-2.00	↓
23200-Specialist Registrar (M&D)	4.00	-4.00	-4.00	-4.00	→
24100-F2 foundation year 2 (M&D)	38.00	-38.00	-38.00	-38.00	→
24105-SLE -F2 Foundation year (M&D)	1.00	-1.00	-1.00	-1.00	→
24110-Locum F2 Foundation year 2 (M&D)	2.00	-2.00	-2.00	-2.00	→
24400-F1 foundation year 1 (M&D)	54.50	-53.50	-54.50	-54.50	→
24405-SLE - F1 Foundation year (M&D)	0.50	-0.50	-0.50	-0.50	→
24900-Dental Trainees in Hosp Post	2.88	-0.88	-2.88	-2.88	→
24925-SLE – Dental Core Trainees	5.00	-5.00	-5.00	-5.00	→
25000-Clinical Assistant (M&D)	0.09	-0.09	-0.09	-0.09	→
25100-Senior Lecturer (M&D)	3.00	-3.00	-3.00	-3.00	→
25300-G.P.Sessions / Staff Fund	20.17	4.46	2.86	-0.49	↓
Total	1246.85	-470.57	-470.12	-471.92	

Grade - Nursing & Midwifery Registered	Oct Budgeted Establishment	Aug-22	Sep-22	Oct-22	
2A182-Nurse Consultant Band 8B	3.00	-1.00	-0.40	-0.40	→
2A281-Nurse Manager Band 8A	82.11	7.73	9.84	8.09	↓
2A282-Nurse Manager Band 8B	19.75	0.25	-0.35	0.25	↓
2A283-Nurse Manager Band 8C	16.60	0.60	0.60	1.60	↑
2A284-Nurse Manager Band 8D	8.00	3.00	2.00	2.00	→
2A451-Registered Nurse Band 5	2082.39	-370.14	-337.84	-257.16	↓
2A461-Registered Nurse Band 6	1065.76	-55.01	-51.55	-48.84	↓
2A471-Registered Nurse Band 7	644.01	-8.00	-13.30	-8.37	↓
2A481-Registered Nurse Band 8A	50.87	-3.63	-5.38	-3.23	↓
2A482-Registered Nurse Band 8B	3.00	-1.00	-1.00	-1.00	→
2A600-Registered Nurse - Bank	0.24	0.16	0.16	0.16	→
Total	3975.73	-427.03	-397.22	-306.90	

Current Performance

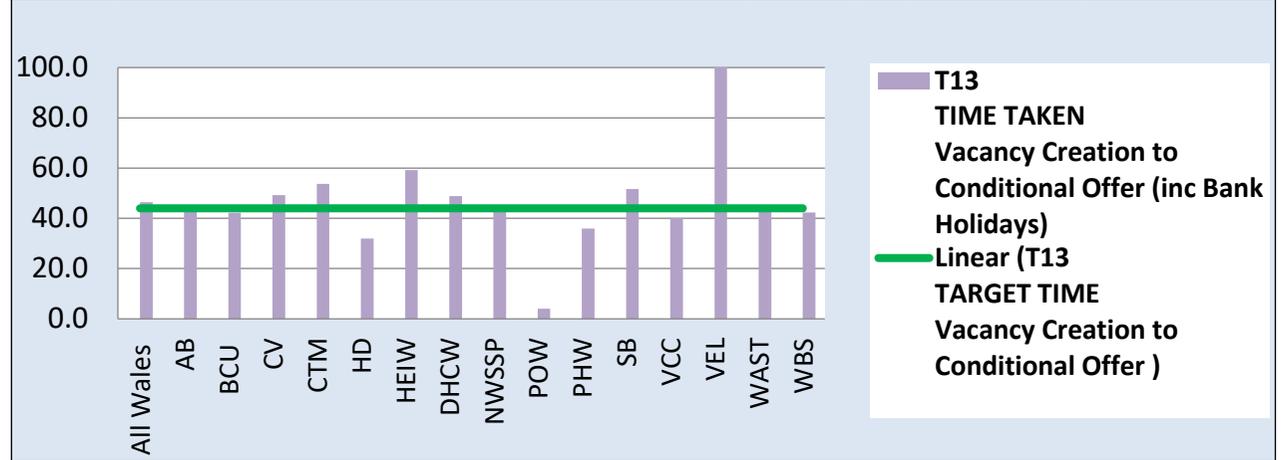
- Covid specific measures in terms of recruitment have ended and normal levels of local and corporate recruitment are now re-established.
- Focus of recruitment to Imms programme is still being closely monitored in a very fluid workforce plan.
- Overseas nurse recruitment continues and to date circa 160 have been recruited against a plan to recruit 350 nurses this financial year.

Actions for Next Period

- Further overseas nurse interviews will continue throughout the next period and the in country overseas nurse recruitment event to India planned for end of October 22 had to be delayed due to visa issues and is now planned for beginning of December. This event is aimed at recruiting circa 100 nurses.
- Our next cohort of 33 overseas nurses is due to arrive at the end November, however the Ukraine situation has delayed significant numbers of visa's in previous cohorts resulting in reduced numbers of arrivals being processed.

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

Vacancy Creation to Conditional Offer October 2022 (working days: excluding outliers) T13



Current Performance

- Swansea Bay UHB overall performance remains above target this period.
- The central Resourcing team continue to focus efforts on the recruitment of acute ward based HCSW's and Band 5 nurses as well as providing support to specific difficult to recruit to posts.

Actions for Next Period

- HRBP's have been asked to discuss with Service Groups with a view to reducing the lag between the date termination of posts are being requested versus date a TRAC entry was initiated. Attention to be focused on older open vacancies with a view to closing the vacancy and resolving delays.
- For doctors we continue to recruit overseas on a post by post basis.
- The central resourcing team will continue focussing on the recruitment of B5 nurses, B2 ward based HCSW's and assisting in overseas nurse recruitment. In addition they are assisting in the recruitment of newly qualified nurses, AHP's and Health Scientists via the all Wales Student Streamlining process. As well as specific identified hard to recruit to posts. In addition a focus on recruitment to posts within the theatres expansion programme will commence.

Turnover % turnover by occupational group	Period Turnover Rate - 01 Nov 2021 - 31 Oct 2022 – Excludes Bank, Locum, Honorary & Widow/Widower, Junior M&D staff			
	Staff Group	FTE	Last Period Headcount	Current Period Headcount
	Add Prof Scientific and Technic	11.09%	11.20%	11.78%
	Additional Clinical Services	9.46%	9.68%	9.83%
	Administrative and Clerical	11.79%	13.90%	12.80%
	Allied Health Professionals	10.99%	12.53%	11.69%
	Estates and Ancillary	7.61%	9.06%	8.03%
	Healthcare Scientists	8.51%	7.60%	8.60%
	Medical and Dental	8.37%	9.32%	9.22%
	Nursing and Midwifery Registered	9.94%	11.78%	10.54%
	Overall Rate			
	Overall Rate			
		FTE	Headcount	Headcount
	Overall Rate	10.00%	11.30%	10.62%

Current Performance

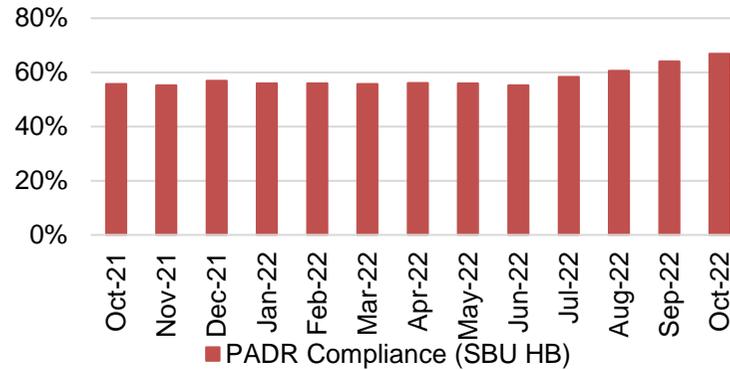
- Analysis to explore the recent elevated turnover is completed, with results presented in a separate item within this meeting. Several areas of interest have been identified. The reduction seen above is consistent with patterns identified in the analysis where turnover often reduces over the winter period. The rolling 12 month period shown above incorporates several months of higher than average rates between March and August, however, September and October of 2021 were also higher than average, and the reduction in overall turnover seen here would indicate that this trend has not continued in 2022.

Actions for Next Period

- Present findings from Turnover Analysis to WF&OD Committee and publish full report.
- Include recommendations for consideration to address increased turnover seen in recent months.

PADR
% staff who have a current PADR review recorded

% of staff who have had a PADR in previous 12 months



Current Performance

- Staff who have had a Personal Appraisal and Development Review (PADR) at the end of this time period stands at 66.89% which is an increase since the last reports figure of 60.57%.

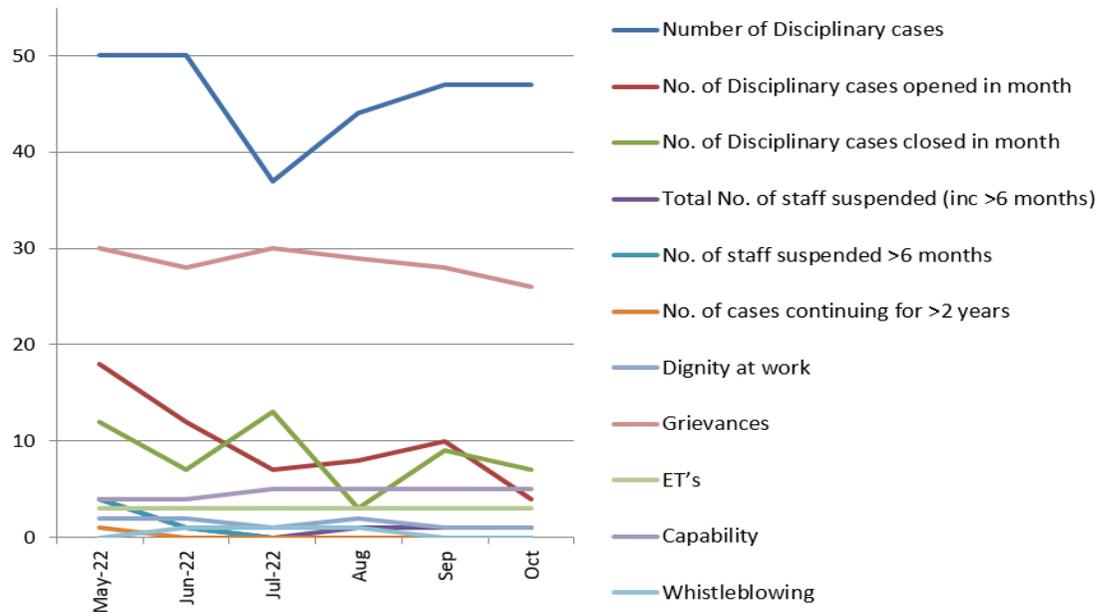
Service Group figures:

- Primary Care, Community and Therapies currently has 81.72% compliance, which is an increase of 3.32% since the last reported figure.
- Mental Health and Learning Disabilities currently has 74.12% compliance, which is a decrease of 4.28% since the last reported figure.
- Neath Port Talbot Singleton has 65.84% compliance, which is an increase of 3.13% since the last reported figure.
- Morriston has 60.98% compliance, which is an increase of 10.83% since the last reported figure.
- Estates and Facilities has
- It is important to note that establishment figures used to reflect these percentages include staff who have been employed on short term contracts, with a high proportion who are due to cease employment in over coming months, or have limited time left on their contract.
- **[Ongoing]** There have been significant changes to directorate and corporate area structures, as there will continue to be in line with proposed structure changes that will be taking place across the health board for a significant period to come. It has also been highlighted by key individuals from directorates and corporate areas that on closer inspection of staff in post structures, work needs to be carried out at a local level to ensure accuracy as some structure changes have not been reflected in their staff in post lists.

Actions Planned for Next Period

- **MH&LD** - Plans to be put in place to identify dedicated time to meet with all staff for objectives and development and to prioritise the 390 staff that have not received a PADR and ensure ESR records are updated. A focus on administrative staff is required which is at 65.31%.
- **NPTS** – The Service Group need to see an improvement across most Divisions – there are particularly low compliance rates within the Healthcare Scientists and Additional Clinical Services staff groups. There is a risk in Medicine that their rate could further decline during the AMSR change process. Management teams in the NPTS Service Group are provided with detailed PADR performance information to help support improved PADR rates (e.g., a report that shows them how many PADRs will go out of compliance each month so they can plan and schedule in advance). The monthly Divisional workforce groups remain key forums to review PADR compliance and to understand how performance can be improved. These same forums are being used to support managers to ensure compliance with the Pay Progression Policy (to ensure that PADRs are up to date and recorded on ESR), with assistance from the HR Business Partner team.
- **PCCT** - The group have requested that PADR performance needs to achieve compliance as a minimum (85%), and Workforce has contacted Leads within areas of non-compliance to agree and draw up a recovery trajectory.
- **Morrison** - Each division is mapping a planned trajectory to show monthly increases that will achieve the 85% target as well as putting in place targeted plans where areas have been identified as having low compliance. Data is being cleansed as a number of anomalies have been found that are against the wrong cost centres so have not been picked up within the reporting that is sent to the divisions, this is in the process of being rectified.
- **Estates and Facilities**
 - **Facilities** - Following the adoption of the Group PADR approach compliance has improved significantly within Facilities to 69.18% with an increase of 7.14% since September. Monthly board meetings are used to monitor hotspots, identify barriers and agree solutions.
 - **Estates** - Compliance has improved within Estates to 55.30%. Estates Senior Team are dedicating time out to focus on PADR's. Monthly Estates Board meetings are used to monitor hotspots, identify barriers and agree solutions. Adoption of the group PADR approach is also to be implemented and training already held.

Operational Casework
Number of current operational cases.



Current Performance

- No. of open Disciplinary cases as at end of October sits at 42.
- Number of Grievances 23.
- Dignity at Work now at 2 cases .
- Capability has reduced to 4 cases.
- ET's remain at 3, still very low in comparison to the number of employees.
- 1 whistleblowing case remains open.

Actions for Next Period

- Guardians service continues to be available to staff throughout this period
- Embedding of Respect and Resolution policy, providing feedback to the central group on lessons learnt from current cases
- Utilising the decision tree when providing advice to managers
- ER dashboard rolled out to Service Groups to create transparency and enhance awareness
- Work to ensure E&D data is recorded on ER tracker and updating the system to reflect changes to policies
- Investigating Officer team continuing to hold a high caseload which includes Injury Benefit and Respect & Resolution investigations