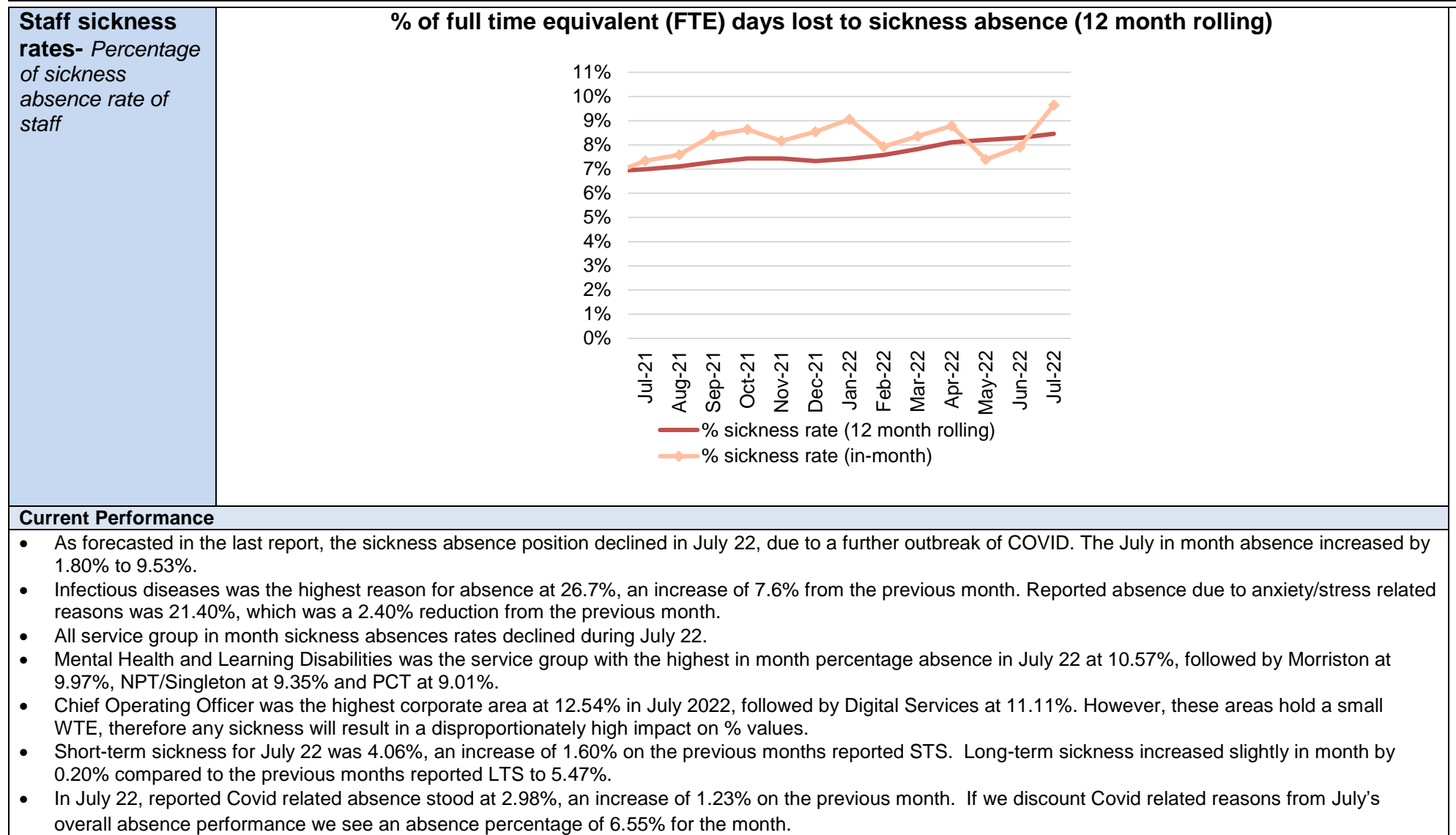


10. WORKFORCE UPDATES AND ACTIONS

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



- Improving attendance at work plans are in place for all Service Groups and meetings are held on a regular basis to review performance against workforce KPI's.

Actions for Next Period

General

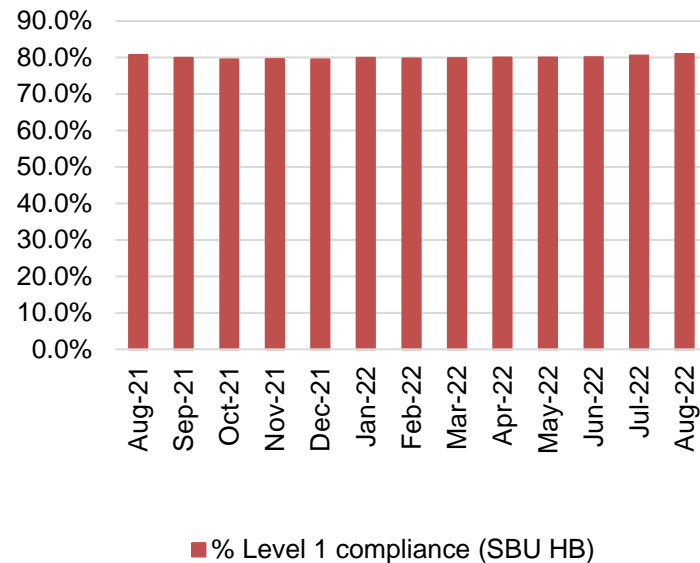
- Employee Case Review to be relaunched from September 22. Employee Case reviews are a collaborative approach with Occ Health, HR, Employee and Trade Union to try and reach a common understanding of the issues surrounding an employee's absence from the workplace and seek solutions to enable a return to work that may not have been considered previously.
- 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 from September to 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 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 (Sept/Oct 2022).
- 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 – Sept/Oct 2022
- Continued delivery of Post-Covid Staff Wellbeing Strategy that includes evidence based support for trauma, mental health and muscle-skeletal issues. Review of SOP's for managing staff disclosures related to suicide – Oct 2022.
- 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 - Oct 2022
- The Occupational Health Service is supporting increased access to Case Conferences to support areas with high levels of sickness absence. It is anticipated this approach, which will work collaboratively with the staff member, manager and Operational HR will help to alleviate some of the barriers that may exist in long term sickness absence cases and expedite a return to work. Review Nov 2022

**Mandatory & Statutory Training-
Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation**

% of compliance with Core Skills and Training Framework



Current Performance

- Since the last performance report, compliance against the 13 core competencies has changed slightly from 80.94%.to 81.99& This is an increase of 1.05%.
- The Staff Group Medical & Dental continue to be the lowest performing area, standing at 50.49% compliance, which is an increase of 2.43% on the last reported figure of 48.06%.
- Staff Group Allied Health Professionals remain the highest performing area, which stands at 89.68%. This is an increase of 2.22% on the last reported which was 87.46%
- Morriston Service Group is the lowest performing service group which stands at 74.83%, which is a slight increase of 0.68% from the last reported figure.
- NPTS Service Group 83.52%
- MH & LD Service Group 87.86, which is an increase of 1.58% from the last reported figure.
- Primary Care, Community and Therapies is the highest performing service group at 89.72%, which is an increase of 1.21% on the last reported figure.
- The core competency with the highest compliance is: NHS|MAND|Dementia Awareness - No Renewal, which stands at 90.84%
- The core competency with the lowest compliance has changes since the last report (wasNHS|MAND|Violence Against Women, Domestic Abuse and Sexual Violence - 3 Years). The current lowest is now NHS|CSTF|Resuscitation - Level 1 - 3 Years| which currently stands at 76.23%.
- **[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, Morriston & 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 have recruited into the Band 3 Administrative vacancy, and training has been provided to the new member of staff.
- **[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 meeting of the Mandatory Training Framework group to reviews the Mandatory Training policy took place on 11th April, with all Subject Matter Experts (SME). All SME have had the opportunity to provide feedback, and the framework will be released by the end of October.
- **[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 accessed 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 60.27%
- **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** - All areas within the Service Group are accountable for the delivery against KPI's as part of the Service Group Performance Reviews held by the Head of Service.
- **Morriston** - 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 Facilities staff who are finding it difficult to complete the training. i.e., allocating time and resources. On-going support is being provided to Estates staff who are finding it difficult to complete the training by allocating protected time.

Vacancies
Medical and
Nursing and
Midwifery

Vacancies June to Aug 2022 (N.B. a new indicator  has been added to more accurately denote static figures)

Grade - Medical & Dental	Jun-22	Jul-22	Aug-22	
21000-Consultant (M&D)	-48.87	-49.87	-49.87	
21100-Locum Consultant (M&D)	17.30	19.90	24.60	
22110-Associate Specialist (M&D)	-10.18	-11.18	-11.81	
22250-Specialist Dental Officer	0.00	0.00	0.00	
22260-Senior Dental Officer	0.00	-0.80	-0.80	
22270-Dental Officer	-0.20	-0.20	-0.20	
22310-Speciality Doctor (M&D)	-11.55	-11.95	-11.45	
22320-Locum Speciality Doctor (M&D)	-0.10	-0.10	-0.10	
23100-Specialty Registrar (M&D)	-274.00	-298.30	-282.40	
23105-SLE- Specialty Registrar (M&D)	-31.03	-31.03	-32.03	
23120-Locum Specialty Registrar (M&D)	3.70	-0.30	-3.00	
23200-Specialist Registrar (M&D)	-4.00	-4.00	-4.00	
24100-F2 foundation year 2 (M&D)	-37.00	-38.00	-38.00	
24105-SLE -F2 Foundation year (M&D)	-1.00	-1.00	-1.00	
24110-Locum F2 Foundation year 2 (M&D)	-1.00	-2.00	-2.00	
24400-F1 foundation year 1 (M&D)	-53.50	-53.50	-53.50	
24405-SLE - F1 Foundation year (M&D)			-0.50	
24410-Locum F1 Foundation year 1 (M&D)	1.00			
24900-Dental Trainees in Hosp Post	-0.63	-0.88	-0.88	
24925-SLE – Dental Core Trainees	-4	-5	-5	
25000-Clinical Assistant (M&D)	-0.18	-0.09	-0.09	
25100-Senior Lecturer (M&D)	-3.00	-3.00	-3.00	
25300-G.P.Sessions / Staff Fund	4.24	4.84	4.46	
Total	-454.00	-486.46	-470.57	

Grade - Nursing & Midwifery	Jun-22	Jul-22	Aug-22	
2A182-Nurse Consultant Band 8B	-1.00	-1.00	-1.00	
2A281-Nurse Manager Band 8A	5.94	8.34	7.73	
2A282-Nurse Manager Band 8B	0.25	-0.75	0.25	
2A283-Nurse Manager Band 8C	0.60	0.60	0.60	
2A284-Nurse Manager Band 8D	3.00	2.00	3.00	
2A451-Registered Nurse Band 5	-377.07	-359.29	-370.14	
2A461-Registered Nurse Band 6	-37.19	-42.79	-55.01	
2A471-Registered Nurse Band 7	-19.21	-22.02	-8.00	
2A481-Registered Nurse Band 8A	-5.63	-4.63	-3.63	
2A482-Registered Nurse Band 8B	-2.00	-1.00	-1.00	
Total	-432.31	-420.54	-427.19	

Current Performance

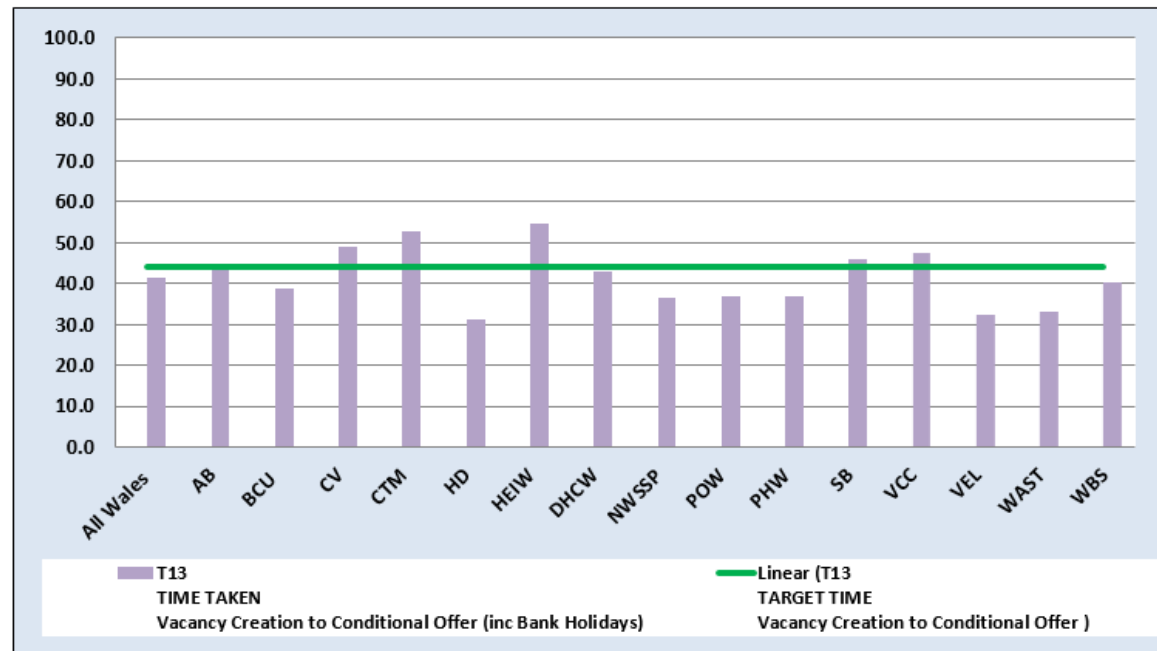
- Covid specific measures in terms of recruitment have ended and normal levels of local and corporate recruitment are now re-established.
- Focus of recruitment to Imms programme is still being closely monitored in a very fluid workforce plan.
- Overseas nurse recruitment continues and to date circa 130 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 an in country overseas nurse recruitment event to India has been planned for end of October 22. This event is aimed at recruiting circa 100 nurses.
- Circa 160 newly qualified nurses recruited via the all Wales Student Streamlining process will commence employment into Health Board throughout September and October.
- The circa 60 newly qualified 60 AHP's recruited via the all Wales Student Streamlining process will be commencing employment into the Health Board throughout September and October.

Recruitment

Metrics provided by NWSSP. Comparison with all-Wales benchmarking

Vacancy Creation to Conditional Offer August 2022 (working days: excluding outliers) T13
**Current Performance**

- Swansea Bay UHB overall performance has slightly deteriorated this 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. This currently sits at approximately equal to the recruitment process as a whole, and is where the greatest gains could be made, once causes for delay are identified and remedial actions identified (if possible).
- 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. Circa 40 HCSW's and 15 band 5 nurses were recruited in July and August
- Current performance of vacancies managed by the resourcing team stands at 45 days from vacancy creation to unconditional offer versus the Health Board average of 75 days.
- SBW who have been appointed via a tendering process to help Swansea Bay develop its recruitment brand and associated recruitment platform presented the initial creative ideas to Management Board which was approved.

Actions for Next Period

- Recruitment activity has largely returned to normal.
- Through the Covid Pandemic HR Ops worked more closely with units using reports to target and review recruitment activity.
- 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.
- Photoshoots in relation to the Health Board recruitment brand are due to take place in September/October these will feature in recruitment campaigns in the future as well as on our dedicated recruitment website which is also in development.
- New software in relation to the completion of statutory right to work checks is being implemented in line with the required Home Office deadline of the 1st October 22. Training will be provided for internal members of the Medical HR and Resourcing team who carry out these checks as necessary. This technical intervention should result in a reduction of time taken to complete these checks and help to reduce overall time to hire periods

Turnover
% turnover by occupational group

Period Turnover Rate - 01 Sep 2021 - 31 Aug 2022 – Excludes Bank, Locum, Honorary & Widow/Widower, Junior M&D staff

Staff Group	FTE	Headcount	Prev Position
Add Prof Scientific and Technic	10.67%	11.20%	↑
Additional Clinical Services	9.18%	9.68%	↑
Administrative and Clerical	12.87%	13.90%	↑
Allied Health Professionals	11.41%	12.53%	↑
Estates and Ancillary	8.65%	9.06%	↑
Healthcare Scientists	7.42%	7.60%	↑
Medical and Dental	8.42%	9.32%	↑
Nursing and Midwifery Registered	11.11%	11.78%	↑
Students	0.00%	0.00%	→

Overall Rate	FTE	Headcount	Prev Position
Overall Rate	10.61%	11.30%	↑

Current Performance

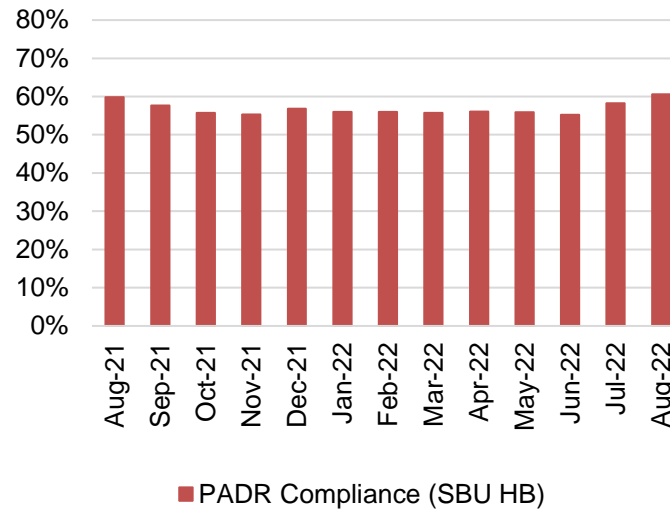
- Turnover continues to display abnormally high levels. Work continues on analysis to establish the current trend in relation to historical patterns and seasonal fluctuations. Several areas of interest have been identified. Rates seen consistently since April are unusually high, during a period which normally sees turnover decrease and settle for several months before rising again during the summer. The current focus is on establishing the root cause along with potential recommendations for consideration.

Actions for Next Period

- Publish findings of analysis for review at next WF&OD Committee along with other forums.
- 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) since the last report stands at 60.57% which is an increase of 4.66% from the last reported figure of 55.91%.
- The lowest performing staff group are Medical and Dental at 42.08%, with Healthcare Scientists following at 51.45%
- As of the last report, Estates and Ancillaries were the lowest performing staff group at 47.10%. However, the current compliance for Estates and Ancillaries currently stands at 63.16%, which is an increase of 4.66% from the last reported figures.
- Add Prof Scientific & Technic are currently the highest performing staff group with 74.68%, which is an increase of 3.25% from the last reported figure.

By HB L5, the Service Group figures are:

- Primary Care, Community and Therapies currently has 78.40% compliance, which is an increase of 1.2% since the last reported figure.
- Mental Health and Learning Disabilities currently has 78.40% compliance, which is an increase of 12.16% since the last reported figure.
- Neath Port Talbot Singleton has 62.71% compliance, which is an increase of 1.07% since the last reported figure.
- Morriston has 50.15% compliance, which is an increase of 4.88% since the last reported figure.
- The corporate area with the lowest compliance rate is Strategy at 8.03% which is an increase of 4.9% from the last reported figures. 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

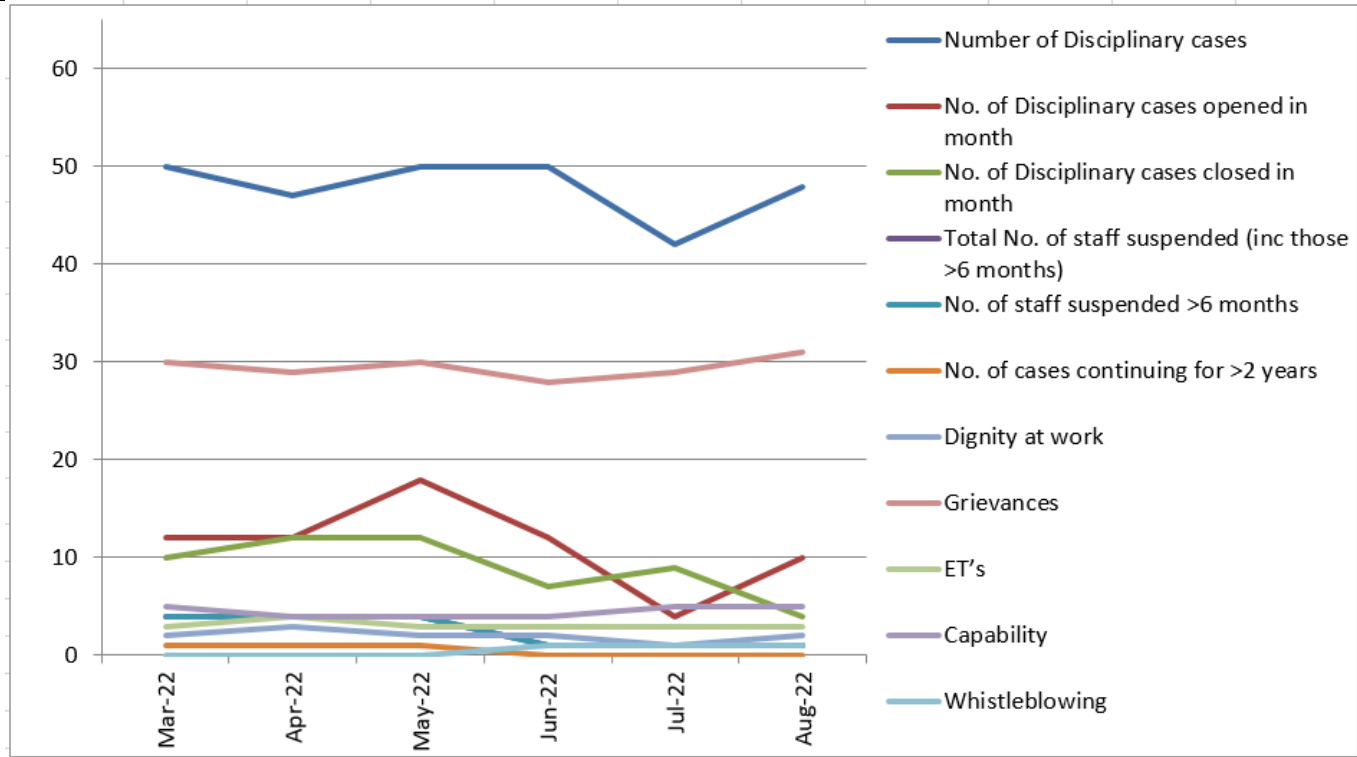
corporate areas that on closer inspection of staff in post structures, work needs to be carried out at a local level to ensure accuracy as some structure changes have not been reflected in their staff in post lists.

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 424 staff that have not received a PADR and ensure ESR records are updated. A focus on administrative staff is required which is at 56.25%.
- **NPTS** – The Service Group need to see an improvement in WHO / CYP / Group Management / Medicine. 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 Service Group are working up plans to support the Pay Progression Policy in October 2022 to ensure PADRs are up to date and recorded on ESR, with assistance from the HR Business Partner team.
- **PCCT** - Workforce is liaising with Leads within areas of non-compliance to agree and draw up a recovery trajectory.
- **Morrison** - The divisions have devised action plans to achieve their targets regarding PADR, 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. From a HR perspective, guides have been developed to support managers in framing conversations surrounding PADRs and provided with detailed reports on their PADR & Training compliance figures monthly – highlighting trends and areas of concern.
- **Estates and Facilities** - Compliance has improved within Facilities to 53.58% following adoption of the Group PADR approach. Monthly board meetings are used to monitor hotspots, identify barriers, and agree solutions and the management team are focusing on reaching 85% compliance rate by 31st December 2022. Estates Senior Team are dedicating time out to focus on PADR's with the target of reaching 85% compliance by end of December 2022. 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 arranged.

Operational Casework

Number of current operational cases.



Current Performance

- No. of open Disciplinary cases as at end of August sits at 48.
- Number of Grievances 31.
- Dignity at Work now at 2 cases including an additional new case.
- Capability remains sits at 5 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
- Embedding of Just Culture Principles to existing Values and Behaviours Framework. 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