

10. WORKFORCE UPDATES AND ACTIONS

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

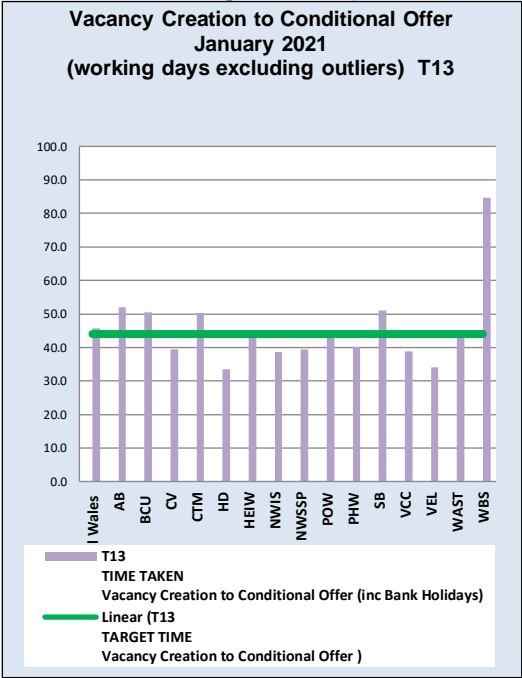
Description	Current Performance	Trend	Actions planned for next period																																										
<p>Staff sickness rates- <i>Percentage of sickness absence rate of staff</i></p>	<ul style="list-style-type: none"> The latest confirmed in month absence performance, (January 22) saw a decline in performance of 0.49% on the previous month to 8.96%. Compared to the previous November, this is 0.91% higher. The 12-month rolling performance to the end of January 22 was 7.37%, which is 0.10% higher than the previous month. This represents an overall improvement in cumulative performance of 0.0.13% in the 12 months to end January 22. At the peak of the first wave of the Covid 19 pandemic in April 20, 2.68% of the monthly absence was attributable to Covid reasons. This reduced to a low of 0.35% by August 20 but throughout the preceding months increased to a peak in the second wave of 3.55% by December 20. We had seen a decrease in these rates in the first half of 2021, however from September 21 we saw an upward trend in Covid related absence. In January 22 this 	<p>% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)</p> <table border="1"> <caption>Approximate data from the sickness absence graph</caption> <thead> <tr> <th>Month</th> <th>% sickness rate (12 month rolling)</th> <th>% sickness rate (in-month)</th> </tr> </thead> <tbody> <tr><td>Jan-21</td><td>7.5%</td><td>8.5%</td></tr> <tr><td>Feb-21</td><td>7.0%</td><td>6.5%</td></tr> <tr><td>Mar-21</td><td>6.0%</td><td>6.0%</td></tr> <tr><td>Apr-21</td><td>6.5%</td><td>6.5%</td></tr> <tr><td>May-21</td><td>6.8%</td><td>6.8%</td></tr> <tr><td>Jun-21</td><td>7.0%</td><td>7.0%</td></tr> <tr><td>Jul-21</td><td>7.2%</td><td>7.2%</td></tr> <tr><td>Aug-21</td><td>7.3%</td><td>7.3%</td></tr> <tr><td>Sep-21</td><td>7.4%</td><td>7.4%</td></tr> <tr><td>Oct-21</td><td>7.5%</td><td>8.5%</td></tr> <tr><td>Nov-21</td><td>7.5%</td><td>8.0%</td></tr> <tr><td>Dec-21</td><td>7.5%</td><td>8.5%</td></tr> <tr><td>Jan-22</td><td>7.37%</td><td>8.96%</td></tr> </tbody> </table>	Month	% sickness rate (12 month rolling)	% sickness rate (in-month)	Jan-21	7.5%	8.5%	Feb-21	7.0%	6.5%	Mar-21	6.0%	6.0%	Apr-21	6.5%	6.5%	May-21	6.8%	6.8%	Jun-21	7.0%	7.0%	Jul-21	7.2%	7.2%	Aug-21	7.3%	7.3%	Sep-21	7.4%	7.4%	Oct-21	7.5%	8.5%	Nov-21	7.5%	8.0%	Dec-21	7.5%	8.5%	Jan-22	7.37%	8.96%	<ul style="list-style-type: none"> A focus on the reduction of LTS and STS with an expectation that sickness reduces and remains below 6% All service groups sickness absence performance to be monitored via established grip and control meetings All service groups now have a full action plan which focuses on rolling hot spots with targeted approach to improve performance and a heavy focus on well-being, as well as ensuring cases are managed accordingly to policy. A full action plan developed for Facilities where sickness absence remains higher than other groups. <p>Additional Covid recovery resource to support Occupational Health and the Staff Wellbeing Service has enabled additional Nursing, AHP and Medical resource to support the function's increased service demand. A successful business case approved by the Health Board will enable services developed and extended during the pandemic to continue; this includes the roll out of TRiM, additional psychological practitioner resource and admin resource. The following services are supporting staff to both return to work and remain well in work;</p> <ul style="list-style-type: none"> Supporting staff experiencing Long Covid with self-management approaches/return to work advice – over 130 referrals. The Minister for Health & Social
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	<p>stood at 3.10% an increase of 1.36% on the previous month. If we discount Covid related reasons from January 22 overall absence performance we see an absence percentage of 5.86% for the month. Compared to January 21 (not including Covid absence) this would represent an overall increase of 0.14%.</p>		<p>Care visited the Health Board on 3/2/22 to hear the experience and outcomes from staff and users.</p> <ul style="list-style-type: none"> • Delivery of Post-Covid Staff Wellbeing Strategy that includes a review of the evidence base and consultation with a wide range of stakeholders. • Advice for managers and staff on Covid-19 exceptions to isolation to maximise attendance at work, and on underlying health conditions and pregnancy during the pandemic • Supporting the rollout of the co-administered Covid-19 vaccine booster and staff flu vaccine as part of the staff flu campaign – flu vaccines administered to staff since 27/9/21 with 53.6% frontline staff vaccinated as 15/2/22 • Supporting the All Wales Workforce Risk Assessment • Working with related organisations to reduce the stigma and discrimination of mental health in work. • Continued delivery of Occupational Health and Staff Wellbeing Service Improvement Plans that include recent internal audit recommendations and actions. • Promotion of & support in the delivery of ‘Compassionate Circles’ Mini-rounds across the Health Board (as developed by mental health colleagues) • TRiM project team established and rollout to priority areas has commenced and over 1300 staff have undertaken the React MH training. • Continuing to develop the network of 530+ Wellbeing Champions, supported by a regular programme of workshops. <p>This remains a fluid situation and should we face a further surge of Covid cases affecting our hospitals due</p>
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			to easing of social restrictions we may once again need to re assign some of our resources to support the response to best utilise resources in the situation.																												
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<p>Mandatory & Statutory Training- Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation</p>	<ul style="list-style-type: none"> Since the last performance report, compliance against the 13 core competencies has changed slightly from 80.52% to 80.67%. This is a 0.15% increase. The Staff Group Medical & Dental continue to be the lowest performing area, standing at 47.31% compliance, which is an increase of 0.62% on the last reported figure. Staff Group Allied Health Professionals remain the highest performing area, which stands at 87.15%. This is a slight decrease on the last reported figure by 0.57% Morrison Service Group is the lowest performing service group which stands at 73.90% Primary Care & Community Service Group is the highest performing service group which stands at 88.05% The core competency with the highest compliance is: NHS MAND Dementia 	<p>% of compliance with Core Skills and Training Framework</p> <table border="1"> <caption>% of compliance with Core Skills and Training Framework</caption> <thead> <tr> <th>Month</th> <th>% Level 1 compliance (SBU HB)</th> </tr> </thead> <tbody> <tr><td>Feb-21</td><td>78.00%</td></tr> <tr><td>Mar-21</td><td>78.50%</td></tr> <tr><td>Apr-21</td><td>79.00%</td></tr> <tr><td>May-21</td><td>79.50%</td></tr> <tr><td>Jun-21</td><td>80.00%</td></tr> <tr><td>Jul-21</td><td>80.20%</td></tr> <tr><td>Aug-21</td><td>80.40%</td></tr> <tr><td>Sep-21</td><td>80.50%</td></tr> <tr><td>Oct-21</td><td>80.55%</td></tr> <tr><td>Nov-21</td><td>80.60%</td></tr> <tr><td>Dec-21</td><td>80.62%</td></tr> <tr><td>Jan-22</td><td>80.65%</td></tr> <tr><td>Feb-22</td><td>80.67%</td></tr> </tbody> </table>	Month	% Level 1 compliance (SBU HB)	Feb-21	78.00%	Mar-21	78.50%	Apr-21	79.00%	May-21	79.50%	Jun-21	80.00%	Jul-21	80.20%	Aug-21	80.40%	Sep-21	80.50%	Oct-21	80.55%	Nov-21	80.60%	Dec-21	80.62%	Jan-22	80.65%	Feb-22	80.67%	<ul style="list-style-type: none"> [Ongoing] E-learning drop in sessions have now been booked in the libraries of Cefn Coed, Singleton, Morrison & Neath Port Talbot for 2023, currently due to COVID restrictions these will be virtual events until further notice. Virtual support via Teams is also offered as well as email and other support for staff. [Updated] Safeguarding are looking to recruit additional Administrative staff to assist with An ongoing capacity issues around updating staff records of those who have attended level 3 training. Providing training later in March/Early April [Updated] The process of identifying essential training within pilot areas that will identify training required above the corporate requirements has started, however, due to capacity any progress is slow. This will reduce the number of active position numbers within ESR, which currently over 7000. Pilot areas identified are Midwifery, Radiology, Physiotherapy and Speech & Language together with the ESR Team. The first areas have been completed, however, work needs to be completed on the effect of this on staff and to ensure compliance is restored. Ongoing with ED [Completed] COVID vaccinating staff have all COVID modules aligned with their position numbers and currently are required to complete additional "role Specific" modules on top of their Mandatory requirements. Fully completed, however and due in
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	<p>Awareness - No Renewal, which stands at 89.57%</p> <ul style="list-style-type: none"> The core competency with the lowest compliance is: NHS MAND Violence Against Women, Domestic Abuse and Sexual Violence - 3 Years This stands at 73.81% 		<p>the Bay next week to provide support and training as required</p> <ul style="list-style-type: none"> [Ongoing] All e-learning modules are in the process of being updated to use Microsoft EDGE as the browser of choice, with only a few working in Internet Explorer. [New]A new project of identifying essential training for all admin staff is underway, this will also assist in the identification of the different roles within this staff group. [New] A meeting of the Mandatory Training Framework group has been organised to reviews the Mandatory Training policy on 11th April with all Subject Matter experts [New] 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 and others are being granted in place, training of new staff with this level of access in underway
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Vacancies Medical and Nursing and Midwifery	<ul style="list-style-type: none"> 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. 	Vacancies August to October 2021	<ul style="list-style-type: none"> The agreed plan to recruit an additional 70 overseas nurses by the end of 21/22 on top of the already agreed 60 has been completed. A business case for 22/23 has been developed and is awaiting final approval from management the plan being to recruit up to 200 overseas nurses in the next financial year. Recruitment of up to 60 overseas nurses for 22/23 has already commenced as this had previously been agreed The March 22 cohort of 70 newly qualified nurses that have been recruited via the all Wales student streamlining process continue being supported by the HB resourcing team through their pre-employment checks process to ensure they are ready to commence employment upon the issuing of their NMC PIN Planning continues for the next cohort of nurses to qualify in September 22 and suitable vacancies across Wales are currently live for student nurses to view and make their preferred applications. The selection phase of the Therapies and Health Science SSP has commenced for students that will qualify from numerous AHP/HS professions in September 22. 																																																																																								
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2AA41-Nursing HCA/HCSW Band 4	3.87	18.04	14.32																																																																																								
Total	-196.32	-175.12	-177.49																																																																																								

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<p>Recruitment Metrics <i>Metrics provided by NWSSP. Comparison with all-Wales benchmarking</i></p>	<ul style="list-style-type: none"> Swansea Bay UHB overall performance has dropped a little this period, to slightly exceed the target level for NHS Wales when excluding outlier data. 	<p>Vacancy Creation to Conditional January 2021 (working days: excluding outliers) T13</p>  <table border="1"> <caption>Vacancy Creation to Conditional Offer January 2021 (working days excluding outliers) T13</caption> <thead> <tr> <th>Trust</th> <th>Time Taken (Days)</th> </tr> </thead> <tbody> <tr><td>Wales</td><td>45</td></tr> <tr><td>AB</td><td>52</td></tr> <tr><td>BCU</td><td>50</td></tr> <tr><td>CV</td><td>40</td></tr> <tr><td>CTM</td><td>50</td></tr> <tr><td>HD</td><td>33</td></tr> <tr><td>HEW</td><td>45</td></tr> <tr><td>NWIS</td><td>38</td></tr> <tr><td>NWSSP</td><td>38</td></tr> <tr><td>POW</td><td>45</td></tr> <tr><td>PHW</td><td>40</td></tr> <tr><td>SB</td><td>52</td></tr> <tr><td>VCC</td><td>38</td></tr> <tr><td>VEL</td><td>33</td></tr> <tr><td>WAST</td><td>45</td></tr> <tr><td>WBS</td><td>85</td></tr> </tbody> </table> <p>Legend: T13 TIME TAKEN Vacancy Creation to Conditional Offer (inc Bank Holidays) Linear (T13) TARGET TIME Vacancy Creation to Conditional Offer)</p>	Trust	Time Taken (Days)	Wales	45	AB	52	BCU	50	CV	40	CTM	50	HD	33	HEW	45	NWIS	38	NWSSP	38	POW	45	PHW	40	SB	52	VCC	38	VEL	33	WAST	45	WBS	85	<ul style="list-style-type: none"> 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. We provide hotel accommodation for the 10 days quarantine period on a full board basis. HB has approved the business case to recruit 60 nurses from overseas in the next financial year. They will have the same hotel accommodation package as the doctors. Workforce remains on standby to assist with emergency recruitment on an ad hoc basis. The central resourcing team continues 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. SBW who have been appointed via a tendering process to help Swansea Bay develop its recruitment brand and associated recruitment platform. have been engaging with different parts of the organisation to gauge what it is like to work for Swansea Bay. In line with the project plan they will then move onto the next phase which will include sharing all their findings along with a proposed Employee Value Proposition with a creative approach to our branding following that.
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<p>Turnover <i>% turnover by occupational group</i></p>	<ul style="list-style-type: none"> Turnover has increased and is at the higher end of the normal spread seen pre Covid. It is not clear just how much impact the pandemic has had particularly in areas traditionally with higher levels of background turnover and where the increase in recruitment volumes may also play in with higher drop out rates. As 2022 progresses this is something we will need to watch carefully. 	<p align="center">Period Turnover Rate – 01 Mar 2021 – 28 Feb 2022</p> <table border="1"> <thead> <tr> <th>Staff Group</th> <th>FTE</th> <th>Headcount</th> <th>Prev position</th> </tr> </thead> <tbody> <tr> <td>Add Prof Scientific and Technic</td> <td>6.28%</td> <td>6.92%</td> <td>↓</td> </tr> <tr> <td>Additional Clinical Services</td> <td>8.08%</td> <td>8.75%</td> <td>↓</td> </tr> <tr> <td>Administrative and Clerical</td> <td>10.63%</td> <td>11.20%</td> <td>↑</td> </tr> <tr> <td>Allied Health Professionals</td> <td>10.77%</td> <td>11.56%</td> <td>↑</td> </tr> <tr> <td>Estates and Ancillary</td> <td>11.15%</td> <td>11.37%</td> <td>↑</td> </tr> <tr> <td>Healthcare Scientists</td> <td>7.99%</td> <td>8.50%</td> <td>↑</td> </tr> <tr> <td>Medical and Dental</td> <td>7.55%</td> <td>8.27%</td> <td>↓</td> </tr> <tr> <td>Nursing and Midwifery Registered</td> <td>10.44%</td> <td>11.28%</td> <td>↑</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Overall Rate</th> <th>FTE</th> <th>Headcount</th> <th>Prev pos</th> </tr> </thead> <tbody> <tr> <td>Overall Rate</td> <td>9.72%</td> <td>10.39%</td> <td>↑</td> </tr> </tbody> </table>	Staff Group	FTE	Headcount	Prev position	Add Prof Scientific and Technic	6.28%	6.92%	↓	Additional Clinical Services	8.08%	8.75%	↓	Administrative and Clerical	10.63%	11.20%	↑	Allied Health Professionals	10.77%	11.56%	↑	Estates and Ancillary	11.15%	11.37%	↑	Healthcare Scientists	7.99%	8.50%	↑	Medical and Dental	7.55%	8.27%	↓	Nursing and Midwifery Registered	10.44%	11.28%	↑	Overall Rate	FTE	Headcount	Prev pos	Overall Rate	9.72%	10.39%	↑	<ul style="list-style-type: none"> Currently working on making Exit Questionnaires available earlier to leavers, to provide better opportunity for individuals to access and complete, with a view to increasing the response rate. Review to be arranged with Payroll to monitor timing of action for A4 termination forms which could affect response rates. Early indications are that Exit Questionnaires yield lower response rates than Staff Surveys, and that a 30% return would be considered very good. In order to identify potential flaws in the process, SNPTH SG have agreed to identify a sample of leavers to engage in feedback on the leaver process.
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<p>PADR <i>% staff who have a current PADR review recorded</i></p>	<ul style="list-style-type: none"> Staff who have had a Personal Appraisal and Development Review (PADR) since the last report stands at 55.95%. This is a slight increase on the last reported figure by 0.66% Estates and Ancillaries continue to be the lowest performing staff group at 38.80%. This is a slight increase on the last reported figure by 1.03% Administrative and Clerical are also classed as a low performing staff group with a current compliance rate of 49.81%, which is only an increase of 1.57% 	<p align="center">% of staff who have had a PADR in previous 12 months</p> <table border="1"> <caption>PADR Compliance (SBU HB) - Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Compliance (%)</th> </tr> </thead> <tbody> <tr><td>Feb-21</td><td>50.0</td></tr> <tr><td>Mar-21</td><td>52.0</td></tr> <tr><td>Apr-21</td><td>55.0</td></tr> <tr><td>May-21</td><td>58.0</td></tr> <tr><td>Jun-21</td><td>62.0</td></tr> <tr><td>Jul-21</td><td>60.0</td></tr> <tr><td>Aug-21</td><td>58.0</td></tr> <tr><td>Sep-21</td><td>55.0</td></tr> <tr><td>Oct-21</td><td>53.0</td></tr> <tr><td>Nov-21</td><td>52.0</td></tr> <tr><td>Dec-21</td><td>54.0</td></tr> <tr><td>Jan-22</td><td>55.0</td></tr> <tr><td>Feb-22</td><td>55.95</td></tr> </tbody> </table>	Month	Compliance (%)	Feb-21	50.0	Mar-21	52.0	Apr-21	55.0	May-21	58.0	Jun-21	62.0	Jul-21	60.0	Aug-21	58.0	Sep-21	55.0	Oct-21	53.0	Nov-21	52.0	Dec-21	54.0	Jan-22	55.0	Feb-22	55.95	<ul style="list-style-type: none"> [Ongoing] PADR Training Resources have been updated to reflect the updated PADR and Pay Progression Policy [Ongoing] Since last reporting on Estates and Facilities, there has been an increase in compliance by 1.03%. However, their overall result of 38.80% still is very low. [New] There are discussions in place to look at how talent management can be embedded within the PADR process. To date, plans are being taken to the partnership forum to discuss this talent management process. Embedding the talent management process within PADR's will result in the Management guidance having to be addressed. Moreover, PADR training will need to be adapted to account for changes made. [New] April 2021 to March 2022; <ul style="list-style-type: none"> 237 staff booked onto PADR Training 159 Completed 																
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Description	Current Performance	Trend	Actions planned for next period
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<p>Operational Casework <i>Number of current operational cases.</i></p>	<ul style="list-style-type: none"> No. of open Disciplinary cases has decreased slightly from 48 to 46, and this is against a higher number of cases incoming (14 plus 14 versus an average over previous months of 8.5 cases per month). Number of Grievances (28) has reduced since last reported. Dignity at Work remains at 3 on going cases Capability cases (5) have risen by 1. 1 on going ET case . No whistleblowing cases ongoing at present. 	<p style="text-align: center;">Number of Operational Cases</p> <table border="1"> <caption>Approximate data from 'Number of Operational Cases' chart</caption> <thead> <tr> <th>Month</th> <th>Disciplinary cases</th> <th>Disciplinary cases opened</th> <th>Disciplinary cases closed</th> <th>Total staff suspended</th> <th>Staff suspended >6 months</th> <th>Cases continuing >2 years</th> <th>Dignity at work</th> <th>Grievances</th> <th>ET's</th> <th>Capability</th> <th>Whistleblowing</th> </tr> </thead> <tbody> <tr> <td>Sep-21</td> <td>52</td> <td>34</td> <td>4</td> <td>7</td> <td>2</td> <td>0</td> <td>3</td> <td>34</td> <td>4</td> <td>7</td> <td>2</td> </tr> <tr> <td>Oct-21</td> <td>46</td> <td>35</td> <td>10</td> <td>10</td> <td>2</td> <td>0</td> <td>3</td> <td>35</td> <td>10</td> <td>10</td> <td>2</td> </tr> <tr> <td>Nov-21</td> <td>50</td> <td>38</td> <td>15</td> <td>15</td> <td>2</td> <td>0</td> <td>3</td> <td>38</td> <td>15</td> <td>15</td> <td>2</td> </tr> <tr> <td>Dec-21</td> <td>48</td> <td>32</td> <td>10</td> <td>10</td> <td>2</td> <td>0</td> <td>3</td> <td>32</td> <td>10</td> <td>10</td> <td>2</td> </tr> <tr> <td>Jan-22</td> <td>58</td> <td>30</td> <td>14</td> <td>14</td> <td>2</td> <td>0</td> <td>3</td> <td>30</td> <td>14</td> <td>14</td> <td>2</td> </tr> <tr> <td>Feb-22</td> <td>46</td> <td>28</td> <td>15</td> <td>15</td> <td>2</td> <td>0</td> <td>3</td> <td>28</td> <td>15</td> <td>15</td> <td>2</td> </tr> </tbody> </table>	Month	Disciplinary cases	Disciplinary cases opened	Disciplinary cases closed	Total staff suspended	Staff suspended >6 months	Cases continuing >2 years	Dignity at work	Grievances	ET's	Capability	Whistleblowing	Sep-21	52	34	4	7	2	0	3	34	4	7	2	Oct-21	46	35	10	10	2	0	3	35	10	10	2	Nov-21	50	38	15	15	2	0	3	38	15	15	2	Dec-21	48	32	10	10	2	0	3	32	10	10	2	Jan-22	58	30	14	14	2	0	3	30	14	14	2	Feb-22	46	28	15	15	2	0	3	28	15	15	2	<ul style="list-style-type: none"> Continue managing current and incoming caseload in line with restrictions 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 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 Embedding 'hub' model of providing advice, guidance and support to managers
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	Cumulative caseload – Disciplinary Investigations as at Feb 2022	
	Total no. of investigations	150
	Grievance	16
	Disciplinary	104
	Injury Benefit	4
	Whistleblowing	1
	Desk-top	1
	Abandoned	4
	Current	20
	Avrg time to complete	
	0-3 weeks	6
	4-8 weeks	34
	9-12 weeks	34
	13-16 weeks	21
16+ weeks	25	