

10. WORKFORCE UPDATES AND ACTIONS

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

<p>Staff sickness rates- Percentage of sickness absence rate of staff</p>	<p style="text-align: center;">% of full time equivalent (FTE) days lost to sickness absence</p> <table border="1"> <caption>Data for % of full time equivalent (FTE) days lost to sickness absence</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-22</td><td>7.2%</td><td>9.0%</td></tr> <tr><td>Feb-22</td><td>7.4%</td><td>8.0%</td></tr> <tr><td>Mar-22</td><td>7.6%</td><td>8.2%</td></tr> <tr><td>Apr-22</td><td>7.8%</td><td>8.8%</td></tr> <tr><td>May-22</td><td>7.9%</td><td>7.5%</td></tr> <tr><td>Jun-22</td><td>8.0%</td><td>7.8%</td></tr> <tr><td>Jul-22</td><td>8.1%</td><td>9.8%</td></tr> <tr><td>Aug-22</td><td>8.2%</td><td>7.8%</td></tr> <tr><td>Sep-22</td><td>8.1%</td><td>7.2%</td></tr> <tr><td>Oct-22</td><td>8.0%</td><td>7.5%</td></tr> <tr><td>Nov-22</td><td>7.9%</td><td>6.8%</td></tr> <tr><td>Dec-22</td><td>7.8%</td><td>8.8%</td></tr> <tr><td>Jan-23</td><td>7.4%</td><td>7.4%</td></tr> </tbody> </table>	Month	% sickness rate (12 month rolling)	% sickness rate (in-month)	Jan-22	7.2%	9.0%	Feb-22	7.4%	8.0%	Mar-22	7.6%	8.2%	Apr-22	7.8%	8.8%	May-22	7.9%	7.5%	Jun-22	8.0%	7.8%	Jul-22	8.1%	9.8%	Aug-22	8.2%	7.8%	Sep-22	8.1%	7.2%	Oct-22	8.0%	7.5%	Nov-22	7.9%	6.8%	Dec-22	7.8%	8.8%	Jan-23	7.4%	7.4%
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<ul style="list-style-type: none"> Health Board totals for January 23 increased from the last reporting period (7.18% November 22) to 7.43%, although there was an improvement from the December position of 8.92%. Anxiety/stress related absence remained the highest reason for absence, with cold/cough/influenza second and infectious disease the third. All service group in month sickness absence rates improved from the December position. Neath Port Talbot Singleton Service Group had the highest in month percentage absence in January 23 at 7.77%. Mental Health/Learning Disabilities were next at 7.61%, followed by Morriston at 7.17% and Primary Communities and Therapy at 6.92%. Short-term sickness for January 23 was 3.03%, a reduction from December 22 3.74%. Long-term sickness also decreased from 5.18% to 4.41% between December and January. 																																											
<p>Actions for Next Period</p>																																											
<p>General Current focus on areas with high absences rates. Examples of initiatives to support our employees.</p> <p>Mental Health and Learning Disabilities</p> <ul style="list-style-type: none"> Bespoke support for acute incidents, Staff Wellbeing Survey undertaken and outcomes being reviewed, Guardian visits across all sites and outcomes being reviewed, Service Group Staff Counsellor 																																											

Hotel Services

- Piloting Tailored Adjustments training for managers to increase experience of using these to flexibly support staff to remain in work/return to work

Estates

- Delivering men's health sessions to male staff to increase awareness of support available related to mental and physical health. Includes REACT/TRiM awareness

Morrison including Theatres

- - Monthly H&W Newsletter – that has monthly topics and links to support and information, Wellbeing resource pack – physical and electronic copies available /New starter feedback questionnaires, Pulse surveys conducted in areas that are identified, via indicators e.g. ER cases, high absence, as possibly needing HR/OD support, Implementing an overseas champion network from April

Staff Health and Wellbeing

- Bespoke support for areas of high sickness absences including piloting Tailored Adjustments training for LM's and Men's Health workshops for Estates Dept – April 2023
- Evaluate pilot of Tailored Adjustments training and consider plans/resource for wider roll-out, contributing to retention in work and support for return to work – April/May 2023
- Collaborate with the Long Covid Steering Group to influence the future, permanently funded model of delivery - to include OH OT resource to support staff with Long Covid and other LTC's that will contribute to retention in work/return to work for sickness absentees – April 2023
- Developing Comms with support from CEO to increase awareness of LM training, TRiM and support available to aid reducing sickness absence – April 2023
- Plan to review the 2022/23 co-administered Staff Flu and Covid-19 vaccine campaign to inform 2023/24 campaign – April 23
- Time to Change Wales (TTCW) is a national campaign to end the stigma and discrimination faced by people with mental health problems. Further training dates rolled out from April 2023
- React and Suicide awareness training for managers/colleagues continuing – April/May 2023

<p>Mandatory & Statutory Training- <i>Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation</i></p>	<p style="text-align: center;">% of compliance with Core Skills and Training Framework</p> <table border="1"> <caption>Data for % 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-22</td><td>80.0%</td></tr> <tr><td>Mar-22</td><td>80.0%</td></tr> <tr><td>Apr-22</td><td>80.0%</td></tr> <tr><td>May-22</td><td>80.0%</td></tr> <tr><td>Jun-22</td><td>80.0%</td></tr> <tr><td>Jul-22</td><td>80.0%</td></tr> <tr><td>Aug-22</td><td>80.0%</td></tr> <tr><td>Sep-22</td><td>81.0%</td></tr> <tr><td>Oct-22</td><td>82.0%</td></tr> <tr><td>Nov-22</td><td>83.0%</td></tr> <tr><td>Dec-22</td><td>83.5%</td></tr> <tr><td>Jan-23</td><td>84.0%</td></tr> <tr><td>Feb-23</td><td>84.0%</td></tr> </tbody> </table>	Month	% Level 1 compliance (SBU HB)	Feb-22	80.0%	Mar-22	80.0%	Apr-22	80.0%	May-22	80.0%	Jun-22	80.0%	Jul-22	80.0%	Aug-22	80.0%	Sep-22	81.0%	Oct-22	82.0%	Nov-22	83.0%	Dec-22	83.5%	Jan-23	84.0%	Feb-23	84.0%
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<ul style="list-style-type: none"> • Since the last performance report, compliance against the 13 core competencies has reduced slightly from 84.46% to 82.01% • The Staff Group Medical & Dental continue to be the lowest performing area, standing at 50.89% compliance, with Estates and Facilities being the next lowest at 77.78%. • Staff Group Allied Health Professionals remain the highest performing area, which stands at 89.30%. WOD currently stands at 86.22%. • All of the service groups have shown a slight drop by a few percent in this reporting period. The range across the service groups is between Morriston at 76.05% and Primary Care and Community Services at 88.20% • [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. 																													
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<p>Auto Subscription to Learning Certification and Enrolment onto Statutory/Mandatory Courses (E-Learning) – This function has been problematic in ESR for a while where the auto enrolment process has been voiding the process due to multiple courses (Welsh Language and English Language) being available for enrolment . Julie Rogers, Programme Manager, Shared Services has advised that come 1st April 2023, Subscription to Learning Certifications and enrolment onto Statutory/Mandatory Training will resolve.</p>																													

ESR Support Calendar - this has been made available via [Mandatory & Statutory Training \(sharepoint.com\)](#) this function allows staff to book onto one to one 30 minute support sessions via MS Teams where staff can share their ESR screens and together we can work through issues they are dealing with for enrolling onto the correct training, enrolling the correct way and ensuring their compliance is updated correctly.

By HB L5, the Service Group figures are:

- **MH&LD (85.58%)** - Clinical Directors to continue to focus on improvement of mandatory training for Medical staff and reminding all staff that undertaking M&S training is a contractual requirement.
- **NPTS (82.78%)** - The Service Group is focusing on supporting Medical and Dental staff to improve their compliance.
- **PCCT (88.20%)** –The Service Group is currently compliant as they are over the 85% compliance rate.
- **Morrison (76.05%)**- 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 Dec 22 to Feb 2023

Grade - Medical & Dental	Dec-22	Jan-23	Feb-23	
21000-Consultant (M&D)	-39.44	-38.79	-41.09	↑
21100-Locum Consultant (M&D)	26.45	25.45	21.45	↓
22110-Associate Specialist (M&D)	-13.31	-13.31	-13.31	↔
22210-Specialist Grade (M&D)	2.00	3.00	3.00	↔
22250-Specialist Dental Officer	0.00	0.00	0.00	↔
22260-Senior Dental Officer	-0.80	-0.80	-0.80	↔
22270-Dental Officer	-1.30	-1.30	-1.50	↑
22310-Speciality Doctor (M&D)	-10.85	-14.15	-16.15	↑
22320-Locum Speciality Doctor (M&D)	0.90	0.90	-0.20	↑
23100-Specialty Registrar (M&D)	-275.60	-272.27	-292.10	↑
23105-SLE- Specialty Registrar (M&D)	-37.03	-37.03	-37.03	↔
23120-Locum Specialty Registrar (M&D)	-1.50	-0.50	12.00	↓
23200-Specialist Registrar (M&D)	-4.00	-4.00	-3.00	↓
24100-F2 foundation year 2 (M&D)	-38.00	-38.00	-39.00	↑
24105-SLE -F2 Foundation year (M&D)	-1.00	-1.00	-1.00	↔
24110-Locum F2 Foundation year 2 (M&D)	-2.00	-2.00	-2.00	↔
24400-F1 foundation year 1 (M&D)	-54.50	-55.50	-54.50	↓
24405-SLE - F1 Foundation year (M&D)	-0.50	-0.50	-0.50	↔
24900-Dental Trainees in Hosp Post	0.12	0.12	1.00	↓
24925-SLE – Dental Core Trainees	-5.00	-5.00	-5.00	↔
25000-Clinical Assistant (M&D)	-0.09	-0.09	-0.09	↔
25100-Senior Lecturer (M&D)	-3.00	-3.00	-3.00	↔
25300-G.P.Sessions / Staff Fund	0.51	1.71	2.19	↓
Total	-457.94	-456.06	-470.63	

Grade - Nursing & Midwifery	Dec-22	Jan-23	Feb-23	
2A182-Nurse Consultant Band 8B	-0.40	0.60	0.60	↔
2A281-Nurse Manager Band 8A	10.61	11.09	8.82	↓
2A282-Nurse Manager Band 8B	-2.75	0.25	-0.75	↑
2A283-Nurse Manager Band 8C	-0.40	-1.40	-1.40	↔
2A284-Nurse Manager Band 8D	1.00	2.00	2.00	↔
2A451-Registered Nurse Band 5	-286.98	-294.02	-285.25	↓
2A461-Registered Nurse Band 6	-61.20	-47.79	-58.24	↑
2A471-Registered Nurse Band 7	-9.16	-8.56	-2.19	↓
2A481-Registered Nurse Band 8A	-7.10	-4.98	-5.24	↑
2A482-Registered Nurse Band 8B	-1.00	-1.00	-1.00	↔
Total	-357.37	-343.81	-342.64	

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 320 have been recruited against a plan to recruit 350 nurses this financial year, of which 160 have so far arrived with us.

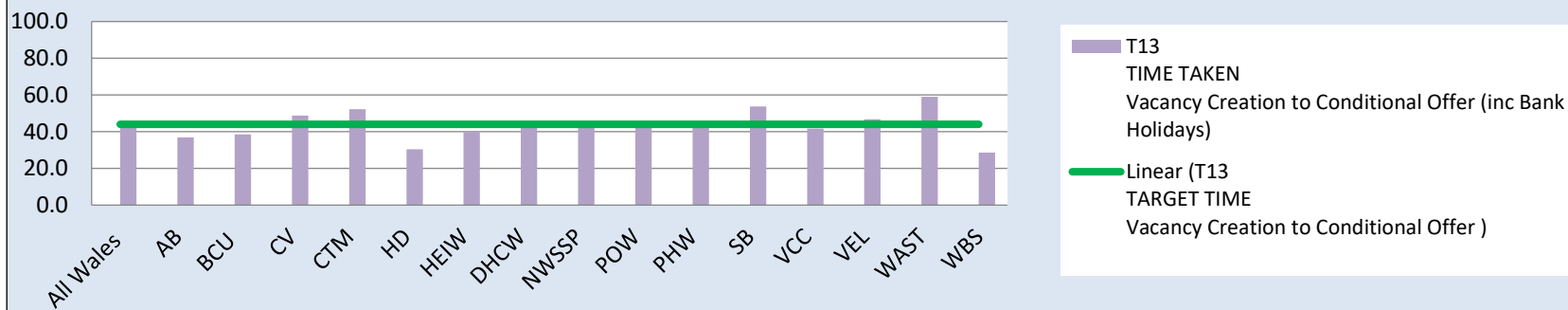
Actions for Next Period

- Further overseas nurse interviews will continue throughout the next period. The plan is to recruit a further 300-350 overseas nurses in 2023/24 for which a Business case has been submitted.
- A proportion of next years nurses will be recruited via the all Wales overseas nurse recruitment project
- Our next cohort of circa 30 overseas nurses is due to arrive at the end March, depending on visa processing delays
- We are scoping with WG if overseas recruitment is necessary for medical staff.

Recruitment

Metrics provided by NWSSP. Comparison with all-Wales benchmarking

Vacancy Creation to Conditional Offer February 2023 (working days: excluding outliers) T13



Current Performance

- Although Swansea Bay UHB overall performance was above target in February, our monthly average over the last 12 months remains in target.
- 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.
- NWSSP have been taking recent action to closing old open vacancies where action has not taken place for a long period (outliers) 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, via the all Wales Student Streamlining process. As well as specific identified hard to recruit to posts. The dedicated focus on recruitment to posts within the theatres expansion programme will continue.

Turnover % turnover by occupational group	Period Turnover Rate – 01 Mar 2022 - 28 Feb 2023 – Excludes Bank, Locum, Honorary & Widow/Widower, Junior M&D staff				
	Staff Group	FTE	Last period Headcount %	Headcount %	
	Add Prof Scientific and Technic	10.17%	11.78%	11.18%	↓
	Additional Clinical Services	9.84%	9.83%	10.05%	↑
	Administrative and Clerical	10.94%	12.09%	11.89%	↓
	Allied Health Professionals	11.08%	11.81%	11.69%	↓
	Estates and Ancillary	7.82%	8.78%	8.33%	↓
	Healthcare Scientists	9.09%	9.55%	9.05%	↓
	Medical and Dental	8.56%	8.90%	9.64%	↑
	Nursing and Midwifery Registered	9.55%	9.90%	10.02%	↑

Overall Rate	FTE	Last period Headcount %	Headcount %	
Overall Rate	9.82%	10.38%	10.36%	↓

Current Performance

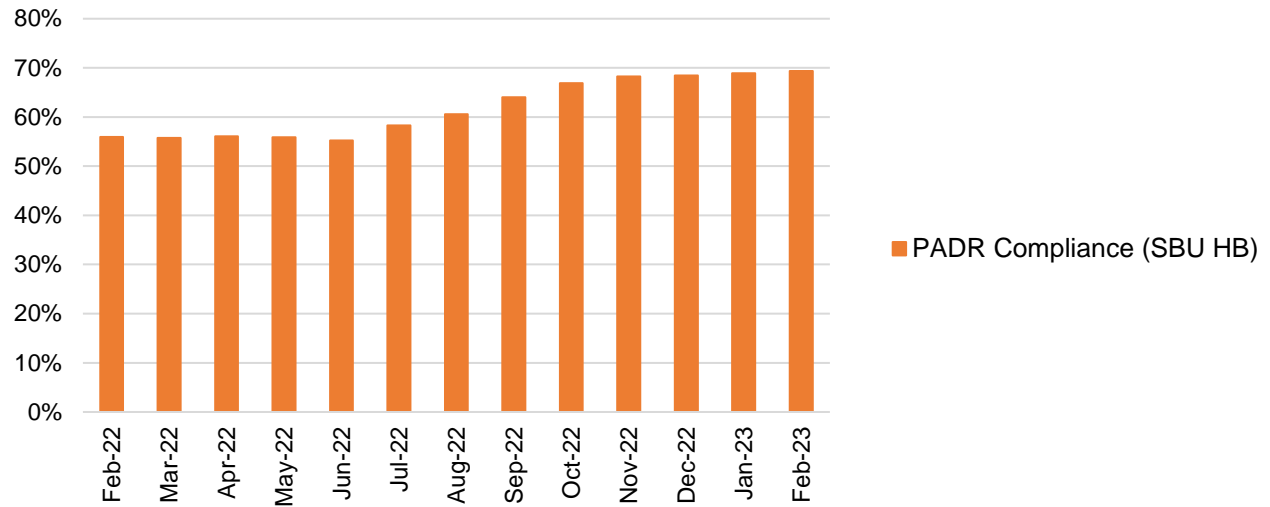
- Continued reductions in the majority of Staff Groups is consistent with patterns identified in the analysis where turnover often reduces over the winter period. The rolling 12 month period shown above still incorporates several months of higher than average rates between March and August 2022.
- Based on several years' analysis, the pattern of higher levels of Turnover in March to August is likely to repeat, therefore the next period metrics are expected to report deteriorations.

Actions for Next Period

- Continue sharing Turnover findings with stakeholder groups.
- Commence exploration of recommendations and requirements for implementation.
- A Retention plan is being progressed by the Recruitment and Retention Development Group. From the findings from the recent Turnover Analysis report the group have identified four specific areas of focus that they will develop retention actions for.

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 69.39% which is a small increase since the last reports figure of 68.42%

Service Group figures:

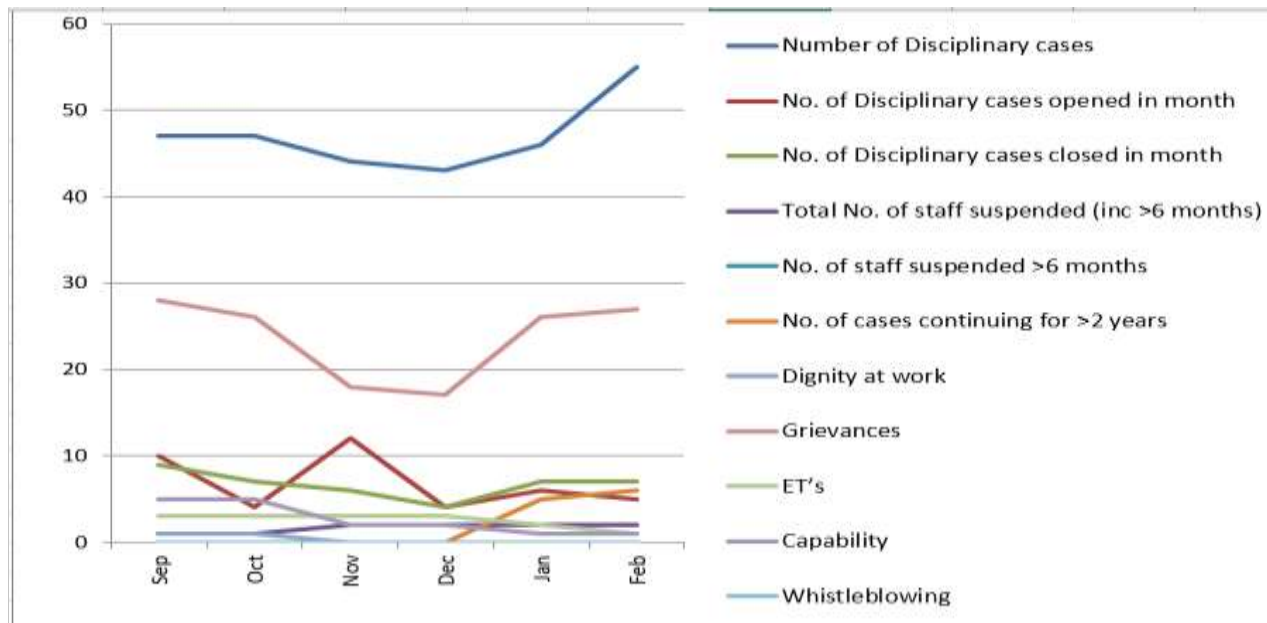
- Primary Care and Community Service Group are showing 81.95% compliance, Mental Health and Learning Disabilities 75.71% compliance, Neath Port Talbot Singleton 66.12% compliance, Morriston 65.54% compliance, Finance and Estates has compliance of 47.46% and WOD 73.60%.
- It is important to note that 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** - Managers have been encouraged to arrange to meet with staff who still require a PADR and Managers must take responsibility for ensuring they have rolling plans in place to meet with staff. They have also been reminded that PADRs can take place over Teams.
- **NPTS** –The focus remains on improving the PADR compliance rate within the Additional Clinical Service and Nursing and Midwifery Staff Groups. The service group continues to focus on its PADR improvement plan.

- **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.

Operational Casework
Number of current operational cases.



Current Performance

- No. of open Disciplinary cases as at 1st March has increased slightly to 45. This includes cases that have closed and new cases opened during the period. 1 case remains open over 2 years. 4 cases remain open over 12 months.
- Number of Grievances has increased to 24.
- Capability has reduced to 1 case.
- ET's remain at 3, still very low in comparison to the number of employees.
- 1 whistleblowing case remains open.

Actions for Next Period

- Data currently only collected at the formal stages of the Respect and Resolution policy, difficult to capture any issues resolved informally
- Consider challenging formal submissions to check whether informal resolution has been sought in line with the ethos of the policy
- Advising managers to utilise the decision tree when providing advice to managers around potential conduct issues
- 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, R&R investigations by their nature are complex and take a significant amount of time to investigate and conclude