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Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	11 April 2023	Agenda Item	4.3
Report Title	Workforce GMOs for 2023/24 Annual Plan		
Report Author	Simone Houlbrooke, Senior HR Manager – Workforce Planning & OD		
Report Sponsor	Sharon Vickery – Assistant Director of Workforce and OD		
Presented by	Simone Houlbrooke, Senior HR Manager – Workforce Planning & OD		
Freedom of Information	Open		
Purpose of the Report	To provide the WOD committee with an overview of the workforce GMOs submitted for the 2023/24 Annual Plan.		
Key Issues	<p>The report outlines 27 different methods/ initiatives to be delivered by the Workforce & OD department in 23/24 to support the delivery of 5 strategic workforce goals.</p> <p>The main risk to delivery is while the Workforce & OD department can support the organisation to plan their workforce, mitigate workforce risks and improve workforce performance, the biggest impact lies with the Health Board's management and leadership teams. Therefore, the workforce GMOs focus on building capacity and capability in these areas across the organisation, in addition to introducing some organisation-wide initiatives to improve performance for high-risk workforce areas (e.g. centralising nurse recruitment).</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> Note content 		

Workforce GMOs for 2023/24 Annual Plan

1. INTRODUCTION

The following provides an overview of the Workforce & OD Department's Goals, Methods and Outcomes (GMOs) for Swansea Bay University Health Board's 2023/24 Annual Plan.

2. BACKGROUND

The GMOs for the Health Board's (HB's) Annual plan are developed through system wide engagement.

In readiness for the 2023/24 Annual Plan submission to Welsh Government, a workshop was held with senior leads in the Workforce & OD department in late February 2023. The aim of the workshop was to review existing GMOs from 2022/23 and consider the following:

- What has gone well so far and what are the current barriers to delivery?
- Do our goals align with organisational and national strategies?
- Are any of our methods business as usual and can therefore be removed from the GMOs and captured in separate work plans?
- Are our outcomes measurable?
- What do we need to prioritise for the next 12 months?
- What can be delivered in the current financial envelope, given the HB's cost improvement plans?

The workshop provided an overview of the current SBU workforce context (including the main workforce risks on the HB's risk register) and organisational service change aims, as well as feedback received at that time from Our Big Conversation. From a national perspective, "A Healthier Wales, Our Long Term Plan for Health and Social Care" document as well as the "National Workforce Implementation Plan: Addressing NHS Wales Workforce Challenges" were also considered. The outcome was a set of refreshed GMOs outlining the Workforce and OD's service improvement priorities for the next 12 months.

2022/23 GMOs

A review of the 2022/23 GMOs during the workshop indicated the following:

- As of Q3 of 2022/23, 77% of the methods were on track and 0% were off track, however 23% were recorded as requiring monitoring, mainly due to them being difficult to measure
- The methods under one goal in particular (deliver the plan), were proving difficult to report progress against, as many of the methods aligned to it were considered to be business as usual activities (e.g. provide OD support for service changes, support areas with workforce planning for service changes etc.). It was therefore agreed that these would be removed and monitored under separate work plans and the GMO document dedicated to service improvement plans, with clearer outcomes and success measures.

Note the 2022/23 GMOs are attached as Appendix 1 for information.

Refreshed GMOs for 23/24

There are 5 strategic goals which have now been structured around the employment journey, supported by 27 different methods/ initiatives to be delivered in 23/24. An outline of the goals and methods is provided below:-

Strategic Goal 1: Plan our workforce: support the organisation to understand workforce supply, shape and risks through use of workforce planning methodology, workforce systems and data intelligence.

Methods to be delivered in 2023/24:

Continue to build capability in workforce planning skills and methodology across the organisation by developing a workforce planning resource page
Continue and increase the pace of refreshing and re-energising the Medacs vantage model [Medacs is the main agency used for the medical workforce]
Develop a digital dashboard tracking the contingent medical workforce and costs
Work to sign up off contract agencies to Medacs supply chain
Develop methodology to agree baseline establishments for the medical workforce
ESR Self Service roll out to enhance WF intelligence for managers and exploit the strategic benefits of the ESS / SSS / MSS platform [ESS/SSS/MSS = employee/ supervisor/ manager self-service]

Strategic Goal 2: Attract and recruit our workforce: We will stand out in a competitive market as an employer of choice. We will have a competent, motivated and highly skilled workforce reflective of our population with the right numbers to meet activity and operational demand.

Methods to be delivered in 2023/24:

Embed our new recruitment brand which has been developed in 2022/23 using a variety of tools including a new website, digital targeting & social media
Increase the capacity of the Central Resourcing team to manage all Band 2, 3 and 4 non-registered nursing workforce and the B5 registered workforce
Use existing data on apprenticeships to grow our offering aligned to workforce design and need. This will include analysing apprentice turnover and retention within the Health Board and career progression. We will grow our library of apprentice stories to celebrate apprenticeships within the SBUHB and build these into recruitment and engagement.
Create future workforce infrastructure to grow our unpaid work experience offering.

Strategic Goal 3: Engage and retain our workforce (culture): A shared understanding of the culture we wish to create with the skills, behaviours, processes and principles to deliver this so that all our people can thrive at work. Colleagues will feel engaged, valued, safe and supported at work. They will feel able to bring their whole selves to work and will recommend the organisation as a good place to work to the people around them.

Methods to be delivered in 2023/24:

Working in partnership with staff side, roll out the next phase of our Big Conversation, next steps and action planning

Refresh our leadership programmes (Impact, Footprints, Bridges, Optimise, Optimise Advance) to embed the learning from our Big Conversation, ensuring that leaders are equipped to role model the behaviours of the Swansea Bay Way and delivering the culture change as set out in our Quality Strategy.

Development of intranet workforce share point site for managers/staff to have access to and engage with policies/procedures/toolkits to support attendance management processes, disciplinary, capability, respect & resolution and raising concerns.

Our Retention plan: Improve management awareness of their role in employee engagement and staff experience to support retention

Our Retention plan: Implement a framework to help identify staff who are thinking of leaving and actions which will retain them

Our Retention plan: Increase flexible working opportunities for our staff

Our Retention plan: Improve supervision/mentoring/buddying process for staff in first 12 months of employment

Strategic Goal 4: Equality, Diversity & Inclusion: We will understand the diversity of our workforce, creating a more inclusive environment and ensuring all people are welcomed and voices heard. We meet our duties under the Equality Act, Wales Specific Duties and the Welsh Government Equality focused actions plans.

Methods to be delivered in 2023/24:

Encourage and promote individual updating of Equality and Diversity data held on ESR

Recruit to staff networks agreed positions as agreed through Board subcommittees

Understand the barriers for diverse groups of staff in accessing training and development opportunities by building on themes identified in Our Big Conversation, using a range of methodologies tailored to the needs of these groups

Introduce a cultural conversation for our overseas nurse induction programme to enable them to settle and stay within Swansea Bay, developing cultural ambassadors as part of our Anti-Racist Swansea Bay Action Plan.

Welsh Language standards – translation of workforce policies.

Strategic Goal 5: Health and wellbeing: We will support our staff to be resilient, healthy and well at work, by ensuring we have both comprehensive and evidence based interventions and also a focus on proactive and preventative approaches.

Methods to be delivered in 2023/24:

Implement the new Occupational Health System, Civica-Opas G2

Deliver a high quality multi-disciplinary health surveillance programme

Recruit a Specialist Occupational Therapist to provide OH long-covid support on a permanent basis.

To train SBUHB staff in how to have a psychologically informed conversation using REACT training.

Increase manager's awareness of work related stress and mental health issues in the workforce.

Note a template outlining agreed outcomes and success measures with targets, baseline data and data sources for each method is currently in development.

3. GOVERNANCE AND RISK ISSUES

Organisational workforce risks

One of the main aims of the workforce GMOs is to support the organisation to address its workforce risks, including the workforce risks on the HB's risk register: risk of failing to comply with the Nurse Staffing Act (Risk Ref: HBR53, risk score of 20) and difficulty recruiting to medical roles (Risk Ref: HBR3, risk score of 20).

For example, the Workforce and OD department's methods for 23/24 include embedding our new recruitment brand to attract new candidates, especially for hard to recruit roles, and increasing the capacity of the central resourcing team (CRT) to manage all the recruitment for our non-registered and registered nursing workforce for all service groups (whereas historically the team have focussed on Band 2 and Band 5 recruitment for acute services). The aim is to ensure candidates are provided with a timely and positive recruitment experience, measured via an increased number of applications managed by the CRT and a reduction in time to hire.

The methods aligned to the medical workforce risk include the employer branding initiative, as well as the work underway to develop a methodology to agree baseline establishment for the medical workforce to enable more accurate reporting of vacancies. The method to develop a digital dashboard to more easily track medical agency expenditure will also support with medical workforce supply plans.

Other relevant methods include continuing to build capability in workforce planning across the organisation through developing a new resource page, alongside business as usual activities that would not be captured in the GMO service improvement plans (e.g. training sessions). Methods to improve the health and wellbeing, engagement levels and retention of our staff will also assist in supporting the organisation to mitigate the above risks.

Workforce GMO Delivery Risks

A summary of the risks in delivering the workforce GMOs include:

- Our overall goals are ambitious and need to be delivered in an ever-changing context with limited financial resources. However, there will be a further opportunity to horizon scan, review and re-prioritise our GMOs later this year (mid-year), as part of the organisation's IMTP planning cycle.
- In light of the HB's cost improvement plans, most workforce GMOs for 23/24 were either already funded or cost neutral. However, where funding is required for 23/24, mitigation has included consideration of alternative ways to fund (e.g. top slicing of other budgets to enable expansion of services).
- One of the main risks to delivery is that while the Workforce & OD department can support the organisation to achieve the outcomes outlined in the workforce GMOs, the delivery of them often relies on the management and leadership teams within the service groups. Mitigation for this includes the workforce department providing regular monitoring and guidance plus organisation wide initiatives to support delivery, where appropriate.

- Due to timing, the workforce GMOs have been developed by senior workforce leads in the first instance, however wider engagement with key stakeholders is planned for the summer during development sessions for the new Workforce & OD Strategy. The Workforce GMOs will subsequently be refreshed to align with the new strategy later this year.

Note the new Workforce & OD strategy will outline the above workforce GMOs and priorities and is due to be in draft by the end of Q2 2023/34.

4. FINANCIAL IMPLICATIONS

Most 23/24 Workforce GMOs are considered to be cost neutral, with the exception of the following methods:

Method	Funding information
Embed our new recruitment brand which has been developed in 22/23 using a variety of tools including a new website, digital targeting & social media	Funding agreed in 2022/23
Increase capacity of Central Resourcing team to manage all B2,3 and 4 non registered nursing workforce and B5 registered workforce	Proposal is that this will be funded by top slicing service groups requiring support from the team
Roll out next phase of our Big Conversation, next steps and action planning	Funding agreed until end of Q2 to develop action plan. Further funding would be required to deliver action plan
Recruit to staff networks agreed positions as agreed through Board subcommittees	This is still in discussion and is a risk to delivery
Implement the new OH System, Civica-Opas G2	This is already funded
Deliver a high quality multi-disciplinary health surveillance programme	This is already funded
Recruit a Specialist Occupational Therapist to provide OH long-covid support on a permanent basis.	This is already funded
To train SBUHB staff in how to have a psychologically informed conversation using REACT training.	This is already funded
Increase manager's awareness of work related stress and mental health issues in the workforce.	This is already funded

The above have been reviewed and approved by the Workforce and OD Director.

5. RECOMMENDATION

The Workforce and OD Committee note the current Workforce and OD priorities for 2023/24 and the opportunity to refresh and re-prioritise them mid-year.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Effective Workforce and OD plans will support the organisation to deliver on its goals and will also ensure the quality and safety of patient care is not compromised.		
Financial Implications		
See Finance section		
Legal Implications (including equality and diversity assessment)		
Workforce & OD plans need to enable the organisation to comply with relevant legislation e.g. Nurse Staffing Levels (Wales) Act 2016		
Staffing Implications		
Workforce & OD plans will support the organisation to plan their workforce while also assisting with attraction, recruitment and retention of their workforce.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Workforce & OD plans need to be aligned to strategic and national priorities e.g. healthy workforce, focus on prevention and wellbeing, sustainable workforce, appropriately skilled workforce.		
Report History	N/A	
Appendices	Appendix 1 – 2022/23 Workforce GMOs	

Appendix 1 – 2022/23 Workforce GMOs

Health & Wellbeing. Support staff to continue to be resilient, well and in work as we continue to manage the impact of Covid, by ensuring there are a range of responsive and targeted interventions which aid restoration and recovery	• Deliver the Staff Health & Wellbeing Strategy	CN	Q1	Q2	Q3	Q4
	• Retain the enhanced Health and wellbeing services to support our staff	F	Q1	Q2	Q3	Q4
	• Continue to roll out and offer on an ongoing basis TRiM across the Health Board, including critical care, theatres & Emergency Department.	F	Q1	Q2	Q3	Q4
	• Continued Occupational Health staff support for long-Covid Syndrome dependent upon resource to support in 22/23	F	Q1	Q2	Q3	Q4
Workforce Efficiencies Supporting service leaders and clinicians to achieve workforce efficiencies through the introduction and improvement of workforce information & data.	• Rapid access service for staff with Covid19 related health impacts, including mental health, trauma & bereavement.	F	Q1	Q2	Q3	Q4
	• Review of bank/Agency booking process & introduce revised management controls to standardise bank/Agency usage	CN	Q1	Q2	Q3	Q4
	• Establish KPIs for roster management that are standard across the HB	CN	Q1	Q2	Q3	Q4
Staff Experience Improved staff experience, where more staff rate us as excellent, are effectively recruited and retained	• Continue the implementation the final part of the optimising package for the medical workforce	F	Q1	Q2	Q3	Q4
	• Promotion and co-ordination of the 2022 NHS Wales Staff Survey across SBUHB and roll-out of the 'We Said, We Did Together' staff engagement programme.	CN	Q1	Q2	Q3	Q4
	• Deliver Organisational Culture programme of work which will include, the roll out of a culture audit in Q4 21/22 to assess baseline	F	Q1	Q2	Q3	Q4
	• Develop an approach to individual, team and organisational development, which supports change and enables our staff to deliver excellent services and patient care.	F	Q1	Q2	Q3	Q4
	• Review undertaken of programme of staff recognition and reward based on staff feedback and with a view of securing a budget for delivery as part of core business	CN	Q1	Q2	Q3	Q4
Recruitment & Retention Recruitment & Retention Strategy in place supporting widening access and enabling a sustainable workforce to be developed.	• Every member of staff that leaves the HB to receive an exit interview	CN	Q1	Q2	Q3	Q4
	• Work with our local communities, schools, colleges and universities to further develop career pathways, focussing on widening access to reflect the communities we serve	CN	Q1	Q2	Q3	Q4
	• Develop an organisation-wide approach to developing talent within Swansea Bay UHB	CN	Q1	Q2	Q3	Q4
	• Extend the opportunities for apprenticeship in both clinical & non-clinical functions.	F	Q1	Q2	Q3	Q4
	• Develop a recruitment strategy in conjunction with professional heads to support the development of a sustainable workforce.	CN	Q1	Q2	Q3	Q4
	• Develop and implement the recruitment strategy through various interventions.	F	Q1	Q2	Q3	Q4
	• Develop a Recruitment Strategy implement a retention strategy with professional heads of service to address retention issues	F	Q1	Q2	Q3	Q4
	• Develop innovative approaches to the recruitment of medical staff	CN	Q1	Q2	Q3	Q4
	• Utilise external agencies to fill extremely hard to fill medical posts	F	Q1	Q2	Q3	Q4
	• Establish a central resourcing team to recruit to key clinical and support roles ,adopting a pastoral approach to recruitment to maximise recruitment and retention.	CN	Q1	Q2	Q3	Q4
Supporting the Plan (Workforce) Support the delivery of the required workforce redesign associated with the agreed outcomes in the Plan	• To work with SBW to develop the health board's branding and marketing and to support key campaigns to recruit to hard to fill posts	CN	Q1	Q2	Q3	Q4
	• Continue to facilitate the development of workforce plans for all staff groups to outline the required workforce design based on demand capacity modelling.	CN	Q1	Q2	Q3	Q4
	• Support the redesign of nurse rosters and team job plans to feed into Recruitment Strategy.	CN	Q1	Q2	Q3	Q4
	• Commence formal consultation with staff on proposed changes outlined in Changing for Future plans	CN	Q1	Q2	Q3	Q4
	• Support the delivery of approved recruitment plans aligned to Changing for the Future	CN	Q1	Q2	Q3	Q4
• Provide OD support into service areas to embed the changes to services and newly established teams	F	Q1	Q2	Q3	Q4	