

# Workforce & OD Committee Covid Update January 2021

# Workforce Information Cell

- Staff Deployed specifically to produce and analyse workforce information to help identify opportunities regarding step down of services and staff release to support surge capacity, to aid Operational Silver decision making.
- Complex data issues being worked through with Service Groups via Business Partners to support local and professional decision making.
- Cell has reviewed general recruitment pipeline data to assist in any opportunities for escalation and provide assurance.
- Cell now also supporting Immunisation team to track the recruitment pipeline to support the operational roll out of the immunisation program

# Recruitment /Deployment

## **Covid Bank**

- 1404 additional bank added to the bank system since April 20 under a mixture of non-covid and covid cost centres to support Unit Surge, SSA roles, Field Hospital, Admin and Nursing.
- Continues to be a rolling advert for Bank HCSW's
- Recent bank recruitment has been undertaken in regards to both medical and nursing students with the support of with the University
- Campaign to recruit up to an additional 88WTE Domestic on to the Domestic bank has recently commenced.
- Bank continues to deliver a good fill rate of 80-90% with bank and agency

# Recruitment /Deployment

## Medical

- Supporting the redeployment of doctors into different rota patterns
- Working with HEIW around changes to rotas
- Resourcing as many doctors as possible to boost services (many from overseas that will quarantine in hotel accommodation for 14 days)
- Over establishing locums in Medicine, ITU and Anaesthetics where possible
- Resourcing how we staff the Field hospital via locum medical bank and from GP provision
- Running the locum on duty system on behalf of the DUs.

# Training Cell

- Multi-professional Training Cell operational since October to provide central coordination of workforce training needs and delivery for Covid-19 wave 2 response.
- Key actions as at 25/1/21 include:
  - Ongoing HCSW induction programme at Liberty Stadium booked until March 2021. Will need to review venue availability at this point on a month by month basis.
  - Flexible and responsive approach to manual handling training with clear focus on skills
  - Since October 2020, Manual Handling training capacity has quadrupled with direct support to the Field Hospital, new facilities and volunteers to manage risks (e.g. different bed types). A total of 194 staff have been trained during this period over 36 training sessions.
  - Significant drop in demand for Manual Handling Training since January 2021, however resources in place to respond to recruitment & new starters from February.
  - Induction Training for new Support Services Assistants and Domestic staff continues in line with planned recruitment. Next induction programme is planned for February.
  - Training for vaccinators is underway, which includes a series of 6 Covid-19 e learning modules.
  - Field Hospital is ready for activation at 72 hours notice, including staffing plans with appropriate training provided to relevant staff. However, current pressures require community nursing team to support care homes at present. This will be kept under constant review.

# TTP

## Testing

- Drive in lanes at Margam and Liberty
- Four mobile testing units for deployment for care home testing and outbreaks
- Mobile local testing pop up service provided by MITIE
- Specific grand theatre service in Swansea for student population
- Moved to 100% staffing
- Considerable increases in testing capacity yet testing numbers reduced.
- Contracts extended until the end of June. Lack of clarity around from Q2 onwards likely to affect workforce stability .
- Business continuity issues for drive in centres and risks of terrorist attacks
- Testing may be revolutionised through different methods of testing e.g. point of care testing/lateral flow . Some issues with these.

# TTP

## Track and Protect

- Doubling the size of the teams by the end of November/mid December
- WG have confirmed funding £1.2m until the end of Quarter 1 and provided additional funding for this financial year. This is not sufficient to fund the increased workforce.
- Lack of clarity round the funding for the service for Q2 onwards
- Staffing model flexing as they learn lessons
- Some practical issues in terms of the interface between Occupational Health, Track and Protect Teams and the new App

# Accommodation

- Currently providing hotel accommodation to a range of staff who do not want to risk transmitting the virus at home
- Working with Finance and Procurement to effectively procure a range of different provisions. Considering using the CTM platform
- Ensuring that hospital accommodation is safe and appropriately socially distanced
- Working with Health & Safety to advise hotels to ensure they have safe systems of work in place, where staff are either Covid positive or self-isolating in the hotels.
- Firming up our approach through the agreement of a policy so clear criteria is in place



# Immunization Cell

## Vaccine Workforce Planning approach

- SBU developed a workforce model which allows the multi disciplinary project team to estimate and anticipate the staffing requirement.
- That modeller calculates needs based on the “pod immunisation” system being used on three Mass Vaccination sites, and on a separate calculation for the out reach programme for care homes and other vulnerable citizens unable to travel. The plans include the use of the “Immbulance” delivery model of mobile facilities.
- The model is being revised almost daily as the details of vaccination supply, delivery date, handling requirements emerge and change. The model must be fluid to be able to react to changing needs.

# Immunization Cell

## Vaccine Workforce Deployment

- Given the degree of uncertainty over the final delivery plan the approach in recruitment terms has been to secure as much resource as possible whilst attempting to minimise committed costs.
- We have adopted an approach where we were clear as to the source of staffing given the main constraint is the registered workforce. This includes a deployment model of using existing staff to support multi-site Immunisation for NHS staff.
- We are still seeking to avoid having to use front line staff to any degree given the impact at a time where staffing constraints are very significant indeed.
- We are not at the point where we can guarantee the totality of the programme can be accommodated without a service impact for at least a limited time.

# Immunization Cell

## Vaccine Workforce Supply and Recruitment

Our plans are broadly as follows :

[Staff Training](#) – critical to the programme a dedicated resource has been established.

[NHS Staff](#) – multi NHS site delivery using existing NHS Staff – a “pop up” model that will then close once all Front Line SBU staff are vaccinated. First dose has been delivered with second dose planned.

[Health Care staff \(Local Authority / Care Home employees\)](#) – Three Mass Vaccination centres staffed with Agency/Bank/new recruits (registered and unregistered). Bay, Margam now open with Gorseinon coming on line week of 19<sup>th</sup> January.

[Care Home Residents / priority citizens who cannot travel](#) - Engaged with Primary Care who are delivering vaccine to care homes and the over 80s using Oxford Vaccine.

[Remaining Citizens in the Priority list](#) - Three Mass Vaccination centres staffed with Agency/Bank/new recruits (registered and unregistered)

[Booking Centre](#) – supporting all of the above single site Booking Team – staff directly employed and sourced through SBU Vocational Training programme and links with JCP.

# Immunization Cell

## Vaccine Workforce Supply and Recruitment

### Resource Supply

Multi agency approach to booking - some core agency workforce confirmed and booked. Peer Vaccinators approached directly 70+ staff joining bank just to support Immunisation. Ex employees / other registrants – contacting all recently retired staff.

### Workforce - Resource Supply

- Agency approach to booking - some core agency workforce confirmed and booked. Option under constant discussion with agencies.
- SBU Peer Vaccinators approached directly, 70+ staff joining bank just to support Immunisation.
- Ex employees / other registrants – over 50 already started on fixed term contracts with 70+ at conditional offer stage and 150+ shortlisted awaiting interview. Modified recruitment process agreed in principle by Exec team should we need to accelerate process.
- HCSW - ongoing campaign to recruit HCSW already in place.
- A&C - Booking centre now has over 40 staff well in advance of the original plan. Working with SBU Vocational Training Dept and JCP to expand booking team further and provide turnover cover.
- Management team being put in place.

# Immunization Cell

## Vaccine Workforce - Issues, concerns and need for support

- Already under significant staffing pressure and surge capacity in place, considering impact of stepping down some services just to manage the current patient needs without having the Field Hospital open yet.
- **Finite** supply of registered workforce to deal with complex vaccination handling needs, will be impacted if Field Hospital opened.
- Covid Related staff absence levels are reducing easing pressure on front line.
- Fluid nature of planning assumptions and supply deliver programme making locking down opportunities to recruit other registered and HCSW staff still difficult.
- Much of the Immunisation resource will comprise a “patchwork quilt” of individuals from a range of backgrounds either directly recruited / primary care etc able to support some time alongside any substantive employment. This will be key to the seven day extended service.
- Planning and “stitching” the large number of staff needed and ensuring they are adequately trained into viable rosters is complex. However it is the only viable option unless we step down services.

# Maximising Staff Wellbeing & Resilience – Occupational Health

- Resource to support 78% increase in management referrals related to Covid-19 & WF risk assessment, contact tracing for staff, staff testing – new Nurse team developed with AHP/Medical support
- Staff Flu campaign – 63% frontline staff vaccinated by Jan 21 - 8190 staff vaccines administered.
- Supporting Covid vaccination with fixed term B7 ‘Staff Vaccine Coordinator’ to support staff Covid-19 vaccine programme. Providing Covid-19 vaccines for staff with contraindications in the OH Dept
- Small Post-Covid Syndrome OH pilot being delivered
- 276 staff signed up PHW Surveillance project to test Covid-19 antibodies every 3 months until April 21

# Maximising Staff Wellbeing & Resilience – Staff Wellbeing

- Continue to deliver Staff Wellbeing Service with aim of support within 5 working days of referral. Includes trauma pathway for staff and additional bereavement support.
- Increase in referrals to service – additional Counselling gained via Charitable funds
- Additional Service Group based support with L&D Coaches – support provided during critical events
- TRiM – 310 line managers trained in brief REACTmh to identify early signs of trauma and signpost. Procurement for full 2 day training in progress.
- Winter Wellbeing Comms presentation produced to communicate support for staff during 2<sup>nd</sup> Covid-19 wave with new CEO, Mark Hackett introducing this.
- Supporting HB wide Wellbeing days with Senior Nursing colleagues – 2 days monthly for next 12 months
- 387 Wellbeing Champions supporting teams and services
- Supporting National WB approaches – Health for Health Professionals Wales (CBT support), SilverCloud (on-line CBT support), Samaritans, #doingourbit (on-line physical exercise for NHS staff)
- Developing Post-Covid Wellbeing Strategy with HB consultation