



PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 August 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Michelle James, Head of Resourcing and Utilisation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

This report includes an update on workforce metrics as well as key performance indicators (KPIs), which provide assurance where able of delivery against national delivery framework targets and the 10 year Workforce, Organisational Development (OD) and Education Strategy 2020-2030.

The dataset presented is accurate as of 30 June 2023 unless noted otherwise on the page.

The report also includes an overview of performance in themes.

Cefndir / Background

The way in which an update on metrics and key performance measures is presented has been evolving and improving in the reports presented to the People, Organisational Development and Culture Committee (PODCC) since October 2021, this larger suite of metrics was last presented to PODCC in February 2023.

The report now includes a much broader range of metrics and key performance measures around the entire workforce and OD agenda.

Appendix 1 summarises these measures in the following themes:

- Workforce profile
- Starters, leavers & turnover
- Employee relations
- Recruitment
- Welsh Language Skills
- Job Evaluation
- Performance, Appraisal and Development Review (PADR), consultant/ specialist
- Associate Specialist (SAS) Job Planning and Overall Staff Engagement
- Sickness absence

- Occupational Health activity
- Staff Psychological Wellbeing Service
- Health Education and Improvement Wales (HEIW) Framework
- Future Workforce
- Core Skills Training Framework and mandated training
- Annual leave
- Agency and Temporary Workforce Utilisation

Performance for the national delivery framework targets is routinely reported on a bi-monthly basis to PODCC. Other datasets will be presented to support specific themes of the workforce and OD agenda as and when those themes are discussed at future meetings. In this connection, not all the metrics and KPIs will be presented at each PODCC meeting.

Currently this full report is presented to the Committee bi-annually.

Asesiad / Assessment

The dashboard in Appendix 1 includes the data for activity up to 30 June 2023 unless otherwise noted on the page. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 334 between 31 December 2022 and 30 June 2023 (excluding locum or bank).
- Full time equivalent (FTE) has increased by 279 between 31 December 2022 and 30 June 2023 (excluding locum or bank).
- The highest proportion of staff (14.4%) are in the age band 51-55.
- The Workforce profile is largely similar to that of December 2022 both in age bands and staff groups with
 - 29% of the workforce in the staff group Nursing & Midwifery,
 - 23% in Additional clinical services and
 - 21% Administrative & Clerical.

Please note that training grade medical workforce are members of the single lead employer, they are not included within this profile as they are not on our staff in post list but shared services.

Starters, leavers & turnover

- In the last 12 months; there have been more starters than leavers in all staff groups
- In June 2023 the main reason for leaving is retirement age (20 people) with voluntary resignation – other/not known being the second highest with 18 leavers.
- There has been a significant reduction in the 12m turnover rate down to 8.18% turnover (by headcount) in June 2023 from 9.84% in June 2022.
- During the 12 months between July 2022 and June 2023 voluntary resignation – other/not known is the main reason for leaving (344 staff), with the second highest related reason being Retirement age (302).
- Work is being undertaken to analyse themes emerging from surveys which will enable further insights into leaving reasons as part of the Staff Discovery work aligned to retention workstreams.
- Work is underway to improve quality of reasons for leaving recorded in ESR with an aim to reduce other not known.

- During the same 12 month period of the 342 staff that retired (capturing all retirement reasons including ill health), 43% (148) of retirees returned to work with the Health Board; with 144 of these still in employment as of June 2023.
- The NHS Wales turnover figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. To provide more comparable benchmarking, we have calculated an average per month of the other health boards to benchmark against so that it is more comparable and include the normal 'churn' of staff moving between health boards in NHS Wales. Whilst in some cases NHS Wales' turnover will be lower than all organisations due to the 'churn' Hywel Dda University Health Board (HDdUHB) turnover rate is regularly lower than the average of the other health boards as well as the NHS Wales rate.

Employee Relations

- Disciplinary cases (All Wales and Upholding Professional Standards Wales): There is an increase in formal disciplinary cases. There remains a concerning trend in terms of the increasing number of complaints of sexual harassment/assault and inappropriate behaviour under investigation.
- Of the 38 formal cases 53% are being considered under the fast-track process.
- Respect & Resolution: approximately 75% of closed cases were successfully resolved through informal resolution within the Workforce Team which avoid the need for formal intervention.
- Other types of ER Cases; covers performance at work along with any other ER cases not described elsewhere. The majority of other types of ER case at present are in relation to safeguarding concerns (46%).
- Two significant long standing employment tribunal cases have been found in favour of the health board.
- Local policy review forecasted completion rate is 100%.

Recruitment

- HDdUHB is exceeding its performance target for vacancy creation to offer letter being issued (at 28.8 days) and is performing better than other health boards in Wales for this measure.
- HDdUHB are currently performing well under the 71 days for a vacancy creation to ready for start date (60.40 days)
- HDdUHB consistently meets the 100% target for DBS checks being processed; although in October 2022 performance dipped to 99.5% due to a Health and Social Care apprentices starting work prior to their DBS being returned, this was permitted to ensure the relevant employment and educational pathway could be commenced and a risk assessment was completed.
- HDdUHB has the best performance across NHS Wales in many of the recruitment KPIs.
- Social media followers continue to grow enabling wider reaching advertising.

Welsh Language

- Performance for recording WFIS language skills in ESR is steady at 97% although a small dip was seen in December 2022 it has since started to rise. 96.5% back to 97.3%
- 35.6% of staff have Welsh Language listening/speaking skill at level 2 (Foundation/Sylfaen) and above. Within this 26.4% are classified as Level 3 (Intermediate/Canolradd) and above.

- Medical & Dental staff make up the highest number of staff with no record on the Electronic Staff Record (ESR) for Welsh language skills.

Job Evaluation

- There are 33 'live' job descriptions awaiting job matching outcomes.
- As of 30 June 2023 no job descriptions are in breach of the 30 day KPI.
- Since March 2022 the service has been recording activity in relation to job descriptions that need review or amending outside of panel as at 30 June 2023 there are 3 job descriptions awaiting review.

Job Planning, PADR and Staff Engagement

- The staff engagement score for the staff surveyed in June 2023 has risen to equal July 2022 score of 76%. This is following a decline, seeing the lowest rate of 72% in October 2022.
- The response rate whilst generally being low; saw a peak in May 2023 of 18.3%, June 2023 rate is 17.6%.
- Staff engagement by staff group in June 2023 shows Allied health professionals as the most engaged staff group, please note that there were no estates & ancillary employees who responded to this month's survey.
- There is steady improvement in the number of Consultant/SAS doctors who have a current job plan, although June has dipped in comparison to May 23.
- The Health Board's PADR completion rates are lower than the 85% target although they remain higher than the NHS Wales average.

Sickness Absence

- The highest reason for absence is consistently anxiety/stress/depression/other psychiatric illness.
- Absence is higher than the target of 4.79%.
- HDdUHB is consistently lower than NHS Wales and other Health Boards across Wales with the exception of one Health Board.
- June 2023 has seen a 0.92% decrease from last month and a 0.05% decrease from June 2022.
- The highest 12 month rolling rate is seen in Unscheduled Care Prince Philip.
- 17 Directorates have a rolling 12m sickness rate higher than the 4.79% sickness target based on the in-month absence rate.

Occupational Health

- Pre-employment clearances: 97% of the 270 are achieved within the 5 working day target.
- Management referrals: 95% are triaged within the 2 working days target.
- First appointments: 100% of were achieved within 30 working days and 92% of these within the 20 day target for self-referrals.

Staff Psychological Well Being Service

- The number of referrals to the service has decreased to 26 in comparison to June 2022 where referrals were at the highest at 64.

- The percentage of staff off sick at the point of the referral is the same as June last year at 38%.
- The waiting time for an appointment was 9 weeks in May 2023, with the June waiting time to be confirmed. The highest was seen in April 2023 at 11 weeks.

Future Workforce

- National Delivery Framework Target - Health Education Improvement in Wales Health Education & Improvement Wales (HEIW) Career Framework: The data recording mechanism used is now through ESR, providing accuracy for future data collection. ESR reporting was a pilot for HEIW, with only two health boards having reached this milestone.
- We currently have 159 active volunteers.
- There are 58 volunteers being onboarded.
- There are currently 84 applicants placed to undertake work experience and a further 130 being processed.
- Apprentice recruitment and assessment days were held in June for a September 2023 start. At these events there was overall interview attendance rate of 69% and 79% of available places were offered.
- There have been 236 applications received for higher awards amounting to funds requested being over £600k.
- From April 2022 and March 2023; 1140 applications were approved. This amounts to £147,610 fees approved.
- Making a difference attendance; whilst pay band data is collected via ESR bookings. When the pay band of attendees is compared with the staff in post data, attendance by pay band is not relative to staff in post in many cases. Initially Band 3 staff look well represented however when drilled down, 25% of Band 3 attendees are from WF&OD. Conversely 85% of all Band 5 attendees are from patient services.
- There have been 219 approved lifelong learning applications approved as at the end of June 2023.
- The lifelong learning fund has been accessed by all staff groups with the highest number being in nursing & midwifery.
- Employability programme for non-management colleagues to support career progression via skills recognition, awareness of pathways, self-esteem and confidence is in development.

Core Skills Training Framework (CSTF) and Mandated Training.

- The Core Skills Training Framework (CSTF) is used to benchmark against all Wales for 10 competencies, however local performance is measured against 12 key subjects.
- Performance for the 12 CSTF overall is above the 85% target and of June 2023 is 86.8%
- There are two staff groups that are below the 85% target: Estates and Ancillary (82.0%) and Medical and Dental (44.5%). Both of which have increased since December's report by 2% and 4% respectively.
- When comparing Hywel Dda to NHS Wales for the 10 benchmarked competencies, HDdUHB performs consistently in line or higher than NHS Wales month on month.
- As of June 2023, there are 24 competencies that are mandated for every employee to complete; the compliance against the full range of competencies is 83.1%.
- The number of competencies mandated to all employees has increased by 3 since Decembers report with the addition of Welsh Language Awareness (released January

23) Autism Awareness (released March 2023) and Carer Awareness (released June 2023) which have compliance rates of 62.5%, 60.1% and 33.5% respectively.

Annual Leave

- There is a drive to get all annual leave recorded in ESR comply with audit requirements.
- Not all services use the same workforce information system for the management of annual leave and the Team is working on solutions to secure more accurate and timely reporting of the health board position.
- There are two directorates that have taken over 25% of the leave allocation at the end of June 2023.
- There are 1698 assignments with no annual leave recorded as taken or booked on the system of which 14% are on long term sickness.
- 85.6% of assignments have got annual leave recorded in ESR.
- The ESR team will continue to encourage engagement with the system.

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill has reduced significantly in June 2023.
- The monthly WTE usage on temporary workforce has decreased from March 2023 position.
- The expenditure on variable pay (bank, overtime, on contract and off contract agency) is decreasing with a marked decrease in Agency cost in June 2023.
- The highest use of agency in June 2023 was in Unscheduled Care Withybush, however they utilised a lower amount of off framework agency then Glangwili or Bronglais.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to:

- Note the content of the report as assurance of performance in key areas of the Workforce and OD agenda.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring (HDdUHB) is recognised as a leader in this field
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd:	3. Effective

Domains of Quality Quality and Engagement Act (sharepoint.com)	6. Person-Centred Choose an item. Choose an item.
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people 3. Data to knowledge Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	2c Workforce and OD strategy Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.
Gweithlu: Workforce:	All metrics and performance indicators contained in the report have direct relevance to the workforce agenda
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable

Gyfrinachedd: Privacy:	All data presented is anonymous
Cydraddoldeb: Equality:	Not Applicable