



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 February 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

A purpose of the People, Organisational Development & Culture Committee (PODCC) is to provide assurance to the Board on best practice around the workforce and organisational development (OD) agenda.

This report includes an update on workforce metrics as well as key performance indicators (KPIs), which provide assurance of delivery against national delivery framework targets and the 10 year Workforce, Organisational Development and Education Strategy 2020-2030. The dataset presented is accurate as at 31st December 2022 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 PODCC since October 2021, this larger suite of metrics was last presented to PODCC in August 2022.

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 and 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
- OD Dashboard

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. For example, if a report is being presented on performance appraisal, the measures relating to that agenda will be included within the report. Similarly, if a report has a focus on recruitment activity the measures relating to that agenda will be included in the report. In this connection, not all of 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 31st December 2022. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 183 between 30th June 2022 and 31st December 2022 (excluding locum or bank).
- Full time equivalent (FTE) has increased by 198 between 30th June 2022 and 31st December 2022 (excluding locum or bank).
- The highest proportion of staff (15%) are in the age band 51-55.

Starters, leavers & turnover

- In the last 12 months; there have been more starters than leavers in all staff groups except for Additional Clinical Services, Medical & Dental and Estates & Ancillary.
- In December 2022 the main reason for leaving is voluntary resignation – other/not known (20 people) and retirement age being the second highest with 18 leavers.
- During the 12 months between January 2022 and December 2022 Retirement age is the main reason for leaving (313 staff), with the second highest related reason being voluntary resignation – other/not known (284).
- During the same 12 month period 200 of the 359 staff that retired returned (capturing all retirement reasons including ill health), 56% of retirees returned to work with the Health Board; with 196 of these still in employment as at December 2022.
-
- Hywel Dda University Health Board (HDdUHB) turnover rate is lower than the NHS Wales average; the NHS Wales figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. In some cases NHS Wales' turnover will be lower than all organisations for this reason.
- HDdUHB turnover rate is lower than that of the other health boards. This includes the normal 'churn' of staff moving between health boards in NHS Wales and allows a more comparable benchmark.

Employee Relations

- Disciplinary cases (All Wales and Upholding Professional Standards Wales): There is an increase in formal disciplinary cases from the previous report issued, however over the year the split is 50/50 between formal and informal cases.
- Of the 28 formal cases 54% are being considered under the fast-track process.
- Respect & Resolution: approximately two thirds of cases during the period were successfully resolved through informal resolution within the Workforce Team which avoid the need for formal intervention.
- Local policy review forecasted completion rate by March 2023 is 64%.

Recruitment

- HDdUHB is exceeding its performance target for vacancy creation to conditional offer and is performing better than other health boards in Wales for this measure.
- HDdUHB are currently meeting the target of 71 days for a vacancy to move to unconditional offer; HDdUHB is performing better than a large proportion of the other health boards.
- 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.
- In December 2022 302.1 FTE posts were advertised, a significant decrease from the number in November 2022 ie 480.9FTE.
- International recruitment at an All Wales level has a fill rate of 99.5% against the original demand of 420 recruits. HDdUHB is one of three health boards that has met their target in full.

Welsh Language

- Performance is steady at 96% although a small dip has been seen since the peak in May from 97.7% to 96.5% as at December 2022.
- Thirty six per cent of staff have Welsh Language listening/speaking skill at level 2 (Foundation/Sylfaen) and above. Within this 36%, 26.8% 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 29 'live' job descriptions awaiting job matching outcomes.
- As at 30th December 2022 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 30th December there are five Job Descriptions awaiting review.

Job Planning, PADR and Staff Engagement

- The staff engagement score for the 1,305 staff surveyed in November 2022 is higher than October 2022 by 2%. The Board outcome survey (BOS) was not carried out in December 2022, it was scheduled to restart in January 2023, running from the 1st of the month to the 28th.
- The response rate has in general been dropping month on month; the lowest response to date was in November 2022.
- There is steady improvement in the number of Consultant/SAS doctors who have a current job plan.
- 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.
- December 2022 has seen a 1% increase from last month and a 1.1% increase from December 2021.
- COVID-19 sickness absence continues to impact on the overall absence rate.

Occupational Health

- Pre-employment clearances: 65% of the 282 are achieved within the 5 Working day target.
- Management referrals: 79% are triaged within the 2 working days target.
- First appointments: 100% of were achieved within the 30 working days target for self-referrals.

Staff Psychological Well Being Service

- The number of referrals to the service has decreased to 38 since October 2022 when there was a peak in referrals of 55.
- The percentage of staff off sick at the point of the referral peaked in November 2021 at 48% but reduced to 37% in December 2022 indicating that more staff are being referred before they become absent.
- The waiting time for an appointment was 7.5 weeks in December 2022 and is the highest waiting list recorded for the service.
- The number of employees accessing the 24/7 Care First service peaked in November 2022 at 9, but in general numbers remain relatively low.

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.
- Career framework data will be submitted to HEIW on 30th January 2023; updated details will be available to report at the next PODCC meeting.
- We currently have 288 active volunteers.

- There are 90 volunteers being processed.
- There are currently 38 applicants placed to undertake work experience and a further 147 being processed.
- The majority of apprentices leave within the first two years of their program.
- The nursing directorate has the highest number of approved higher award course applications closely followed by therapies.
- The nursing and midwifery staff group has the highest cost of higher award course fees approved, however, on average allied health professionals (AHP) cost more per application.
- From the 46,619 hours of study leave requested between April 2022 and December 2022; 26,294 (57%) has been approved. This amounts to £87,977 fees approved.
- There is a clear increase in the demand to attend the Making a Difference training session.
- There have been 182 approved lifelong learning applications approved.

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 84.8% which is slightly less than the target of 85% and is marginally higher than the prior two months.
- There are three staff groups that are below the 85% target: professional, scientific and technical (84.5%); Estates and Ancillary (80.5%); Medical and Dental (40.5%).
- Performance for the percentage of staff completing dementia training at an informed level exceeds the target of 85%.
- Dementia awareness is the second highest percentage of compliance at 93.0%.
- 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.
- HDdUHB performs higher than NHS Wales for every staff group except for Medical and Dental.
- As at December 2022, there are 22 competencies that are mandated for every employee to complete; the compliance against the full range of competencies is 83.8%.
- Welsh Language awareness was added as an additional competency in January 2023.

Annual Leave

- There is a drive to get all annual leave recorded in ESR by the end of March 2023 to 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 HDdUHB wide reporting of the position, particularly due to the importance of the accuracy of the information at year-end.
- A number of accrual plans for medical staff has been added to ESR and the instances of leave being recorded manually by the ESR team on receipt of reports from HEIW & Medical workforce from the Intrepid system

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill was at its highest in November 2022 at 8.33%. It reduced to 6.23% in December 2022.
- The monthly WTE usage on temporary workforce is broadly consistent since April 2022.
- The expenditure on variable pay (bank, overtime, on contract and off contract agency) is reporting an increase from November to December especially in locum spend.

Organisation Development

- Registrations to the HDdUHB staff benefits portal 'Hapi' have increased by 941 since July-December 2022.
- People and Organisational Effectiveness has a significant reach across the organisation with staff at all levels and roles branching 149 teams.
- Coaching: Understanding of the benefits and impacts of coaching has increased, as demonstrated by the interest received on joining the network and in receiving coaching.
- The new Leadership Engagement with Awesome People (LEAP) program launches in January 2023.
- The first cohort of Warwick Behavioural Insights has 24 participants.
- OD continues to be a trusted space for staff to seek support and engage showing the importance of positive working relationships.

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
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce 7. Staff and Resources
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
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	

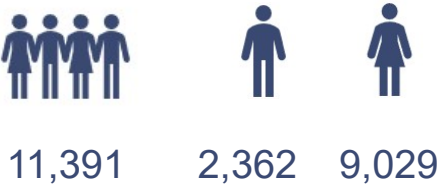
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu 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.

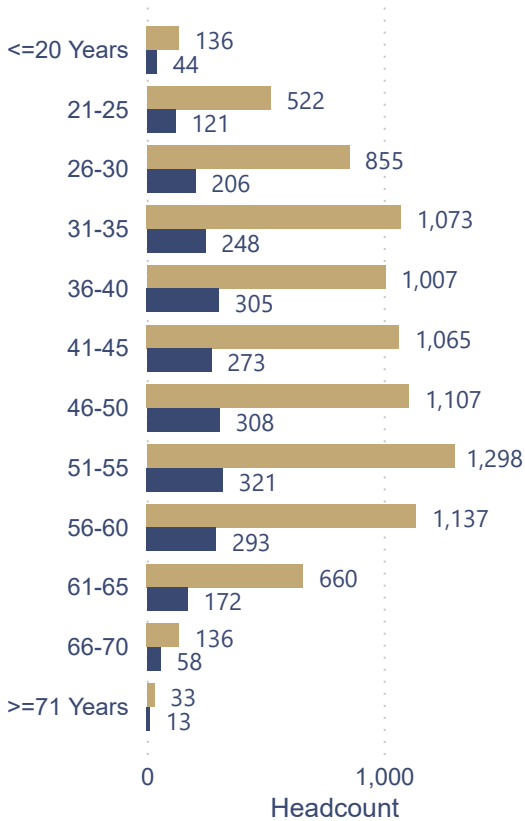
Workforce Profile as at December 2022

Headcount - Excludes Locum & Bank



Age & Gender Profile by Headcount

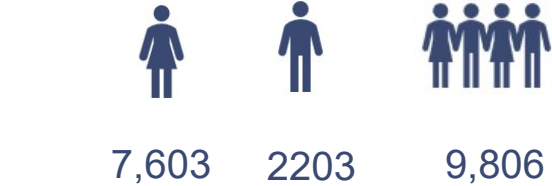
Female Headcount Male Headcount



Workforce Profile comparing Full time and Part time working as a percentage.
Left shows % by headcount and Right shows % by FTE Excluding Locum & Bank

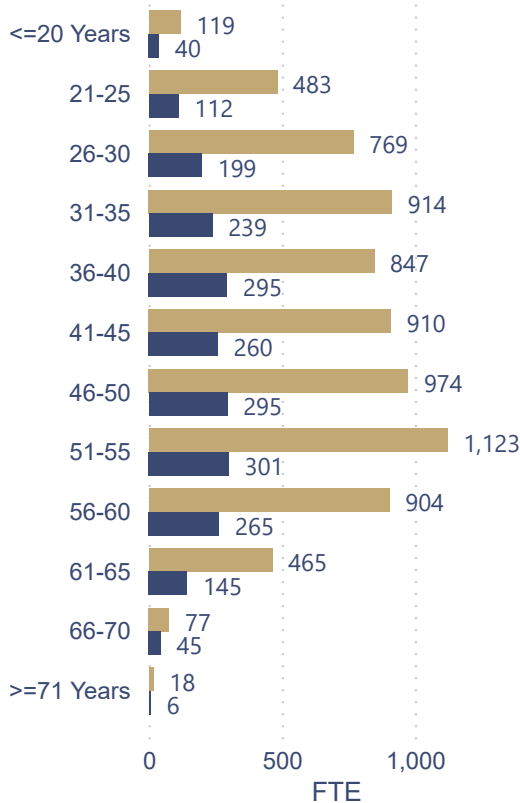


FTE Excludes Locum & Bank



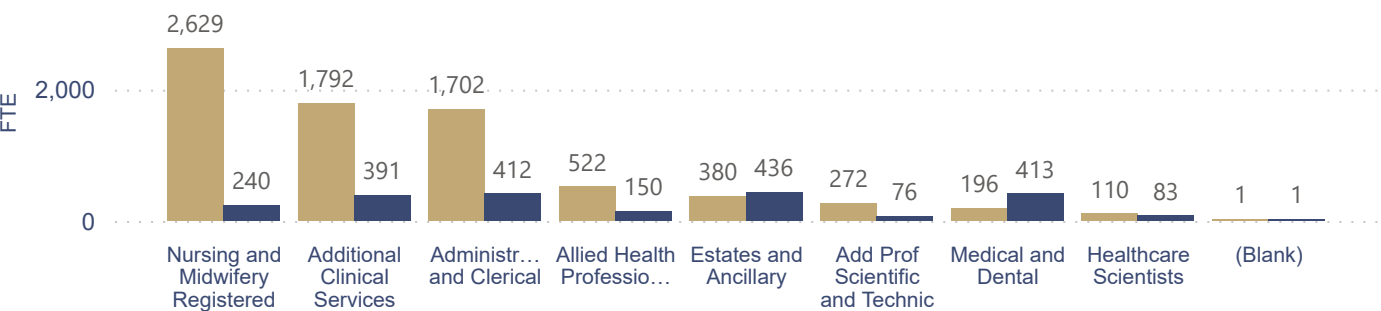
Age & Gender Profile by FTE

Female FTE Male FTE



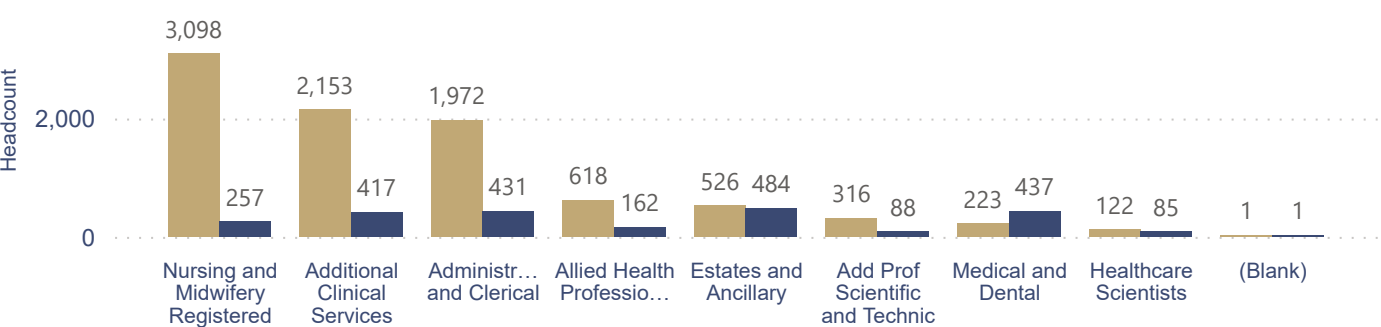
Gender Profile by Staff Group & FTE

Female FTE Male FTE



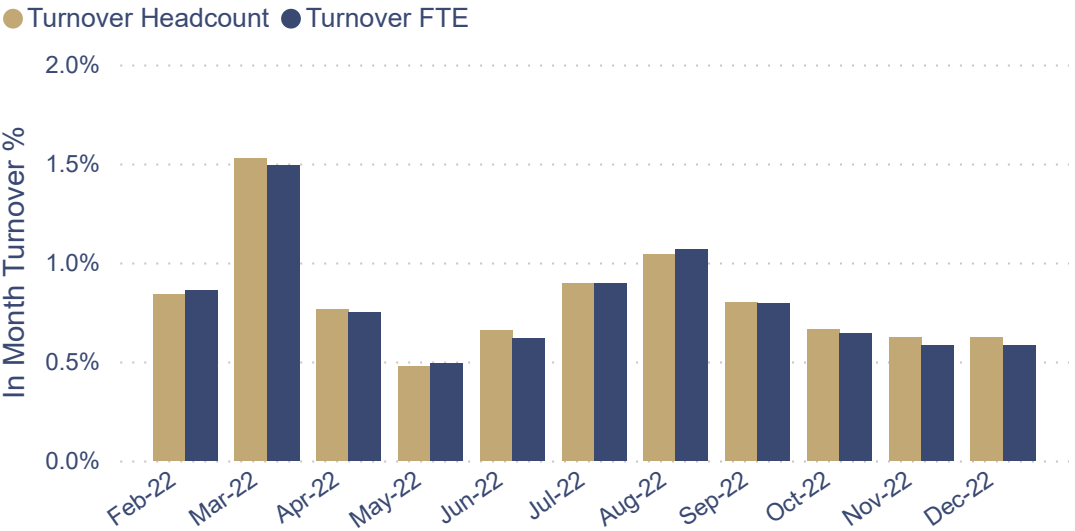
Gender Profile by Staff Group & Headcount

Female Headcount Male Headcount

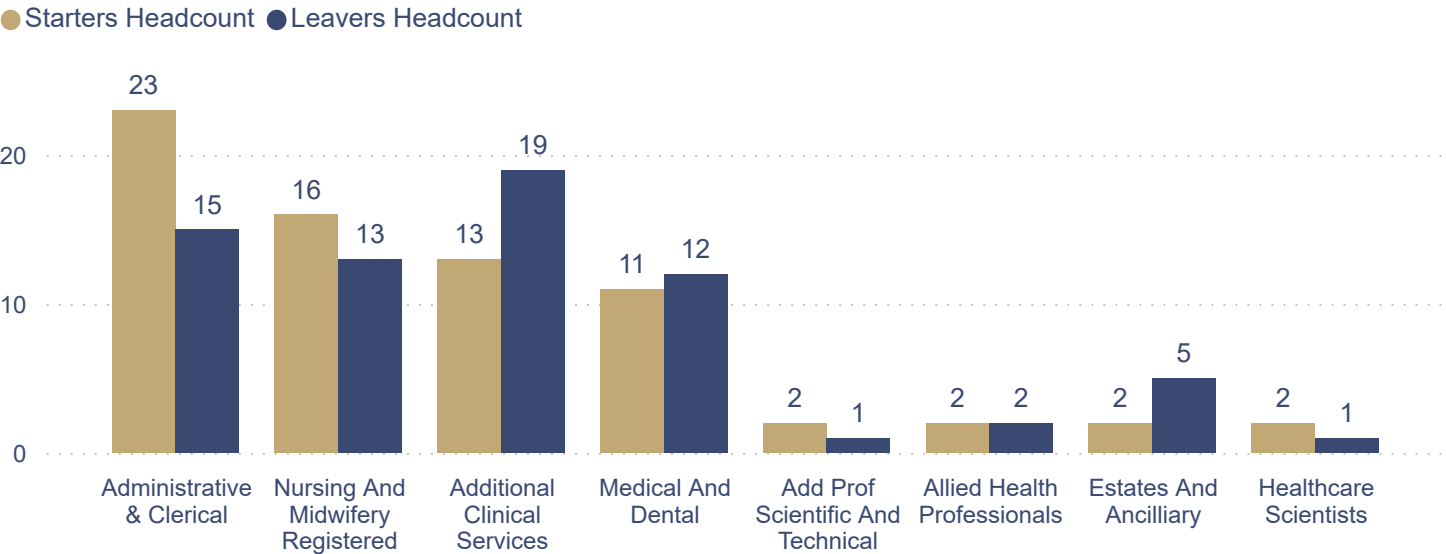


Starters, Leavers & Turnover as at December 2022

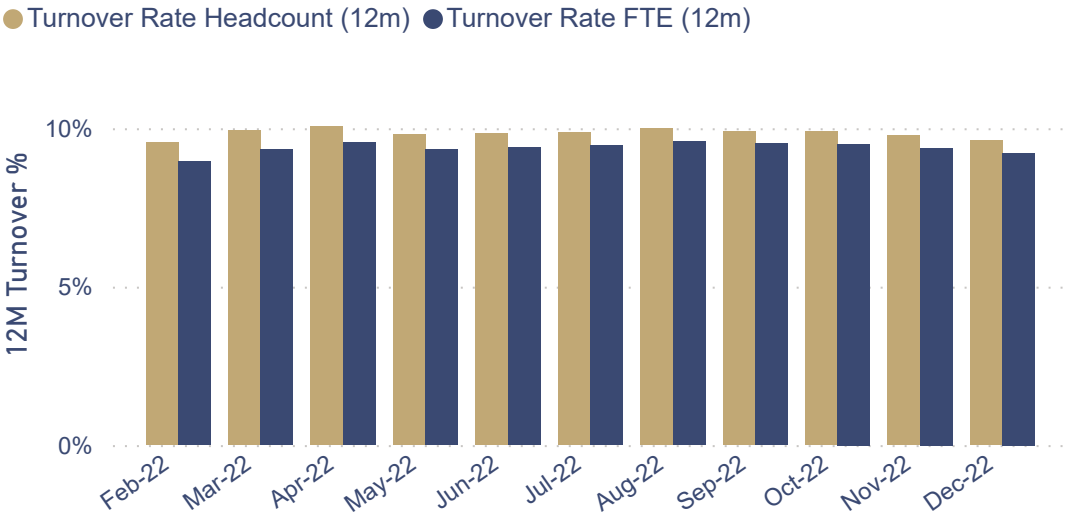
In Month Turnover Rate by Headcount & FTE



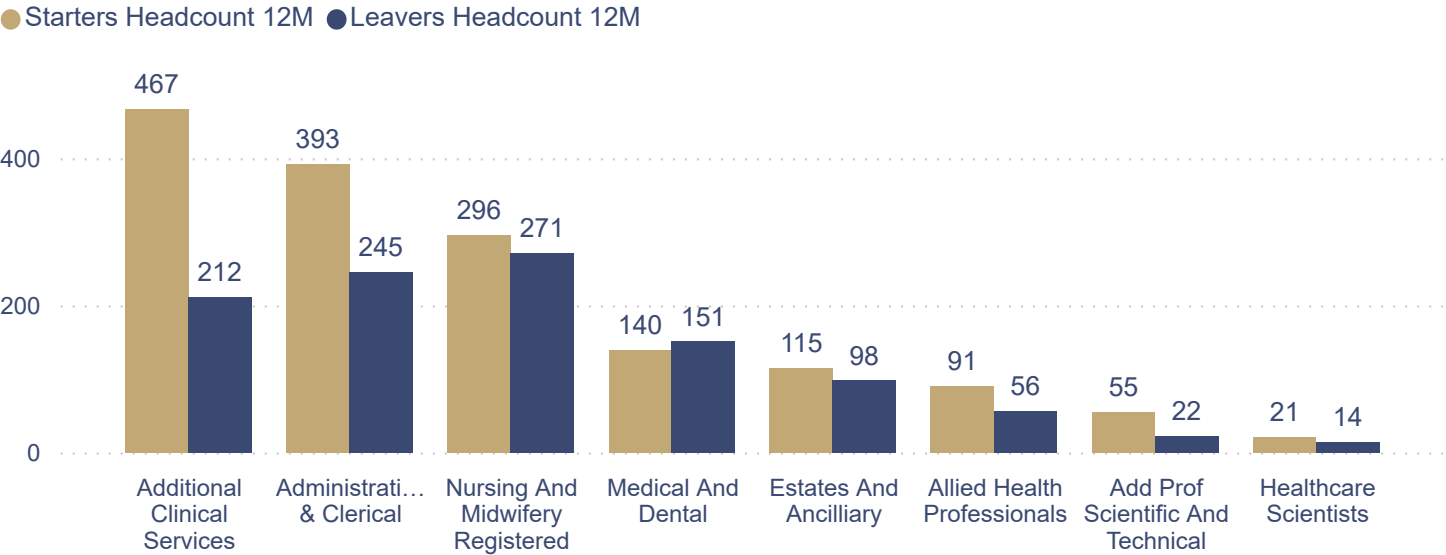
Starters and Leavers Headcount by Staff Group



12M Turnover Rate by Headcount & FTE



Starters and Leavers Headcount by Staff Group in the last 12 Months



Starters, Leavers & Turnover as at December 2022

Leavers in Month by Reason

Leaving Reason	Leavers Headcount
Voluntary Resignation - Other/Not Known	20
Retirement Age	18
Voluntary Resignation - Relocation	10
Voluntary Resignation - Work Life Balance	5
End of Fixed Term Contract	4
Has Not Worked	2
Voluntary Resignation - Better Reward Package	2
Voluntary Resignation - Health	2
Dismissal - Capability	1
Dismissal - Conduct	1
Dismissal - Some Other Substantial Reason	1
End of Fixed Term Contract - Other	1
Voluntary Resignation - Child Dependants	1
Voluntary Resignation - Incompatible Working Relationships	1
Voluntary Resignation - Promotion	1
Voluntary Resignation - To undertake further education or training	1

Retired & Returned in the last 12 months

200

WTE prior to Retiring

174.19

WTE after returning

99.82

Leavers in the last 12 Months by Reason

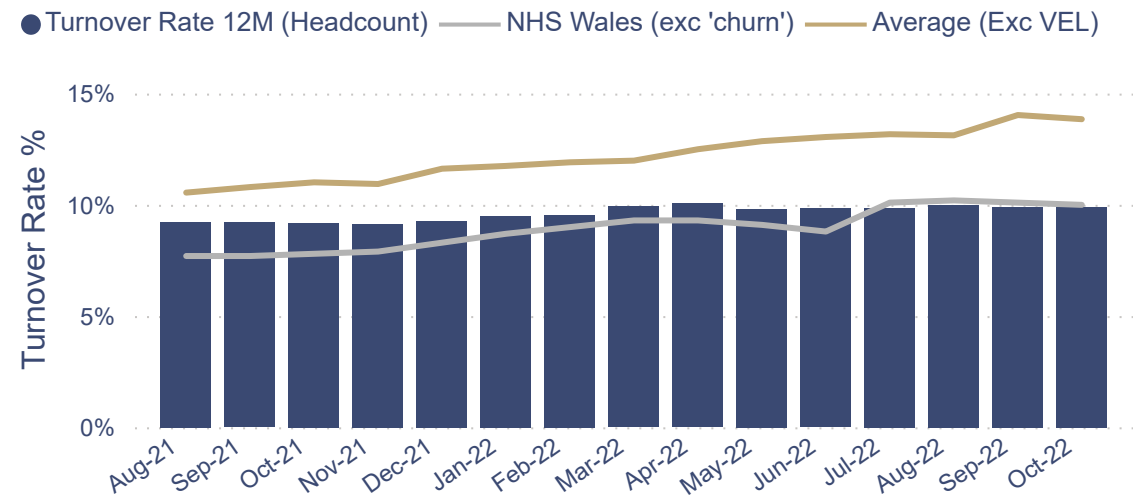
Leaving Reason	Leavers Headcount 12M
Retirement Age	284
Voluntary Resignation - Other/Not Known	260
Voluntary Resignation - Relocation	88
Voluntary Resignation - Work Life Balance	77
End of Fixed Term Contract	63
Voluntary Resignation - Better Reward Package	25
Voluntary Resignation - Health	25
Voluntary Resignation - Promotion	24
Voluntary Early Retirement - with Actuarial Reduction	23
End of Fixed Term Contract - External Rotation	22
Dismissal - Capability	14
Retirement - Ill Health	14
Voluntary Resignation - To undertake further education or training	12
Voluntary Resignation - Child Dependants	10
Employee Transfer	9
Voluntary Resignation - Lack of Opportunities	7
Death in Service	6
Voluntary Resignation - Incompatible Working Relationships	6
Has Not Worked	5
Bank Staff not fulfilled minimum work requirement	4
Dismissal - Conduct	4
End of Fixed Term Contract - Other	4
Voluntary Resignation - Adult Dependants	4
Dismissal - Some Other Substantial Reason	3
Voluntary Early Retirement - no Actuarial Reduction	2
End of Fixed Term Contract - Completion of Training Scheme	1
End of Fixed Term Contract - End of Work Requirement	1
Redundancy - Voluntary	1

NHS Wales figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. In some case NHS Wales' turnover will be lower than all organisations for this reason.

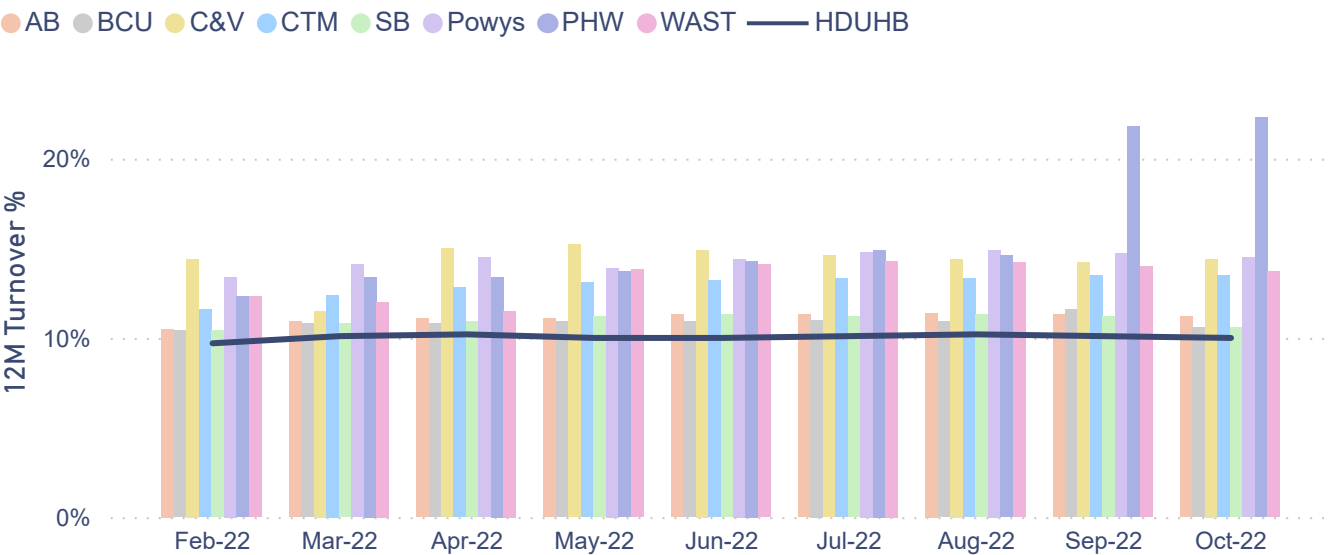
To provide more comparable benchmarking, We have calculated an average per month of the other health boards to benchmark against so that it is more comparable and include the normal 'churn' of staff moving between health boards in NHS Wales. The other Health Boards are: Aneurin Bevan UHB (AB), Betsi Cadwaladr UHB (BCU), Cardiff & Vale UHB (C&V), Cwm Taff Morgannwg UHB (CTM), Swansea Bay UHB (SB), Powys TLHB (Powys), Public Health Wales (PHW) and Welsh Ambulance Service Trust (WAST).

As NWIS staff left Velindre in March 2021, the turnover percentages are very high for Velindre as a result and as such they have been excluded from this comparison and any averages taken from health boards as to not skew the data we compare our performance against

12M Turnover Rate compared to NHS Wales (Exc 'churn') and Average of other health boards (Inc 'Churn')

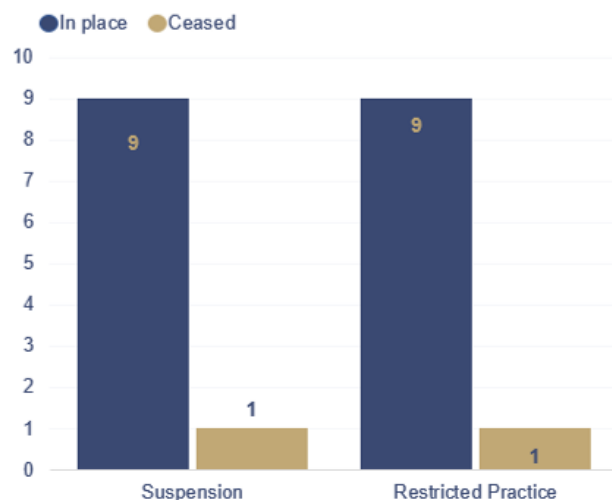


12M Turnover Rate compared to other Health Boards





Suspension / Restricted Practice



Employee Relations Activity - Case Load

Description	New Cases (Dec 22)	Closed Cases (Year to Date)	Ongoing Cases (including new)	Ongoing Cases (including new)	Appeals
Disciplinary (All Wales and UPSW)	6	63	0	29	0
Respect & Resolution	1	44	6	9	4
Other types of ER cases	7	1	4	3	0
Total	14	108	10	41	4

Disciplinary (All Wales and UPSW) - working with the information governance updated guidance has been issued to staff on the importance of confidentiality and the consequences of any breaches.

Respect & Resolution - The above data includes issues raised as either a grievance or a dignity and respect at work issue.

Other types of ER cases e.g. capability, whistleblowing etc. - This metric includes both performance at work and other types of ER casework not described elsewhere.

Please note that the analysis can be found in more detail in the Workforce item later on the agenda

Employment Tribunal Cases

Date Commenced	Stage	Outcome				Date closed
		Withdrawn	Settled	Dismissed	Upheld	
Aug-2020	Hearing			✓ - 2 claims		Jun-2022
Aug-2020	Hearing			✓ - 1 claim		Dec-2022
Sep-2020	Hearing			✓		Jun-2022
Mar-2021	Post ET3	✓				Jan-2022
Jun-2021	Post ET3	✓				Feb-2022
Oct-2021	Hearing			✓		May-2022
Jul-2021	Hearing					
Apr-2022	Preliminary Hearing					
Apr-2022	Hearing					
May-2022	Hearing					
May-2022	Hearing					
Jun-2022	Hearing					
Jun-2022	Preliminary Hearing					
Jun-2022	ET3					

Policy Review - Local

April 2022 to March 2023	Number of Policies	Completion / Progression Rate
Completed & Approved	14	39%
Work in Progress/Due for Approval	9	25%
Working groups to be established/complete reviews	13	
Total	36	
Forecasted Completion Rate as at March 2023		64%

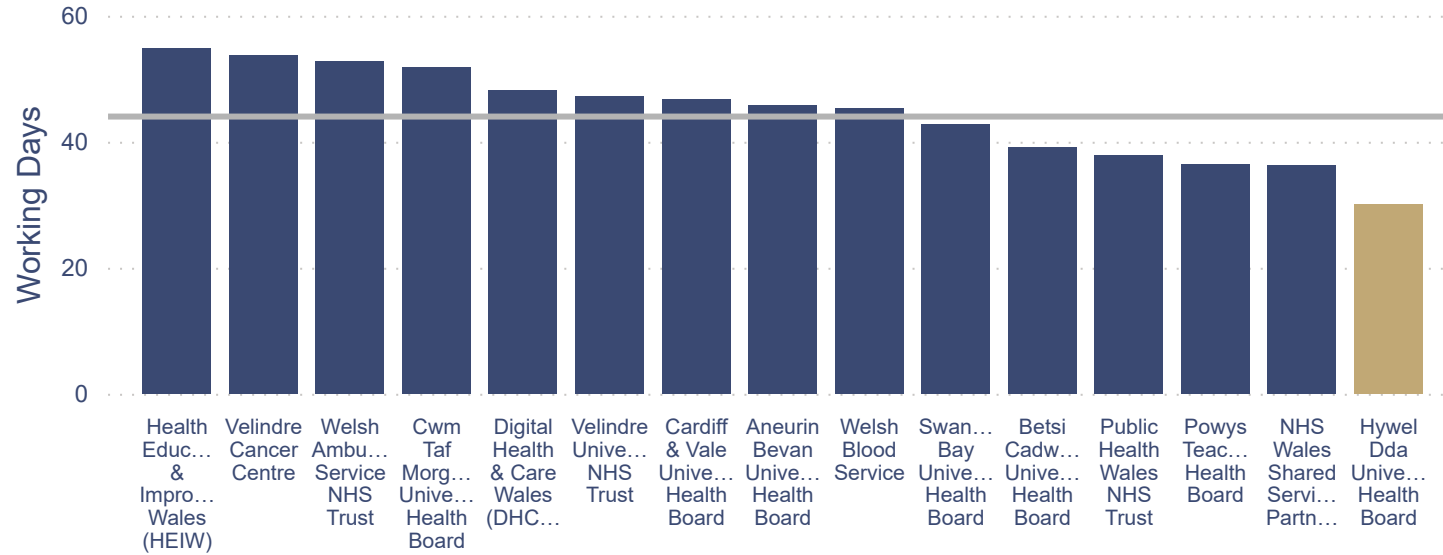
Recruitment Activity as at December 2022



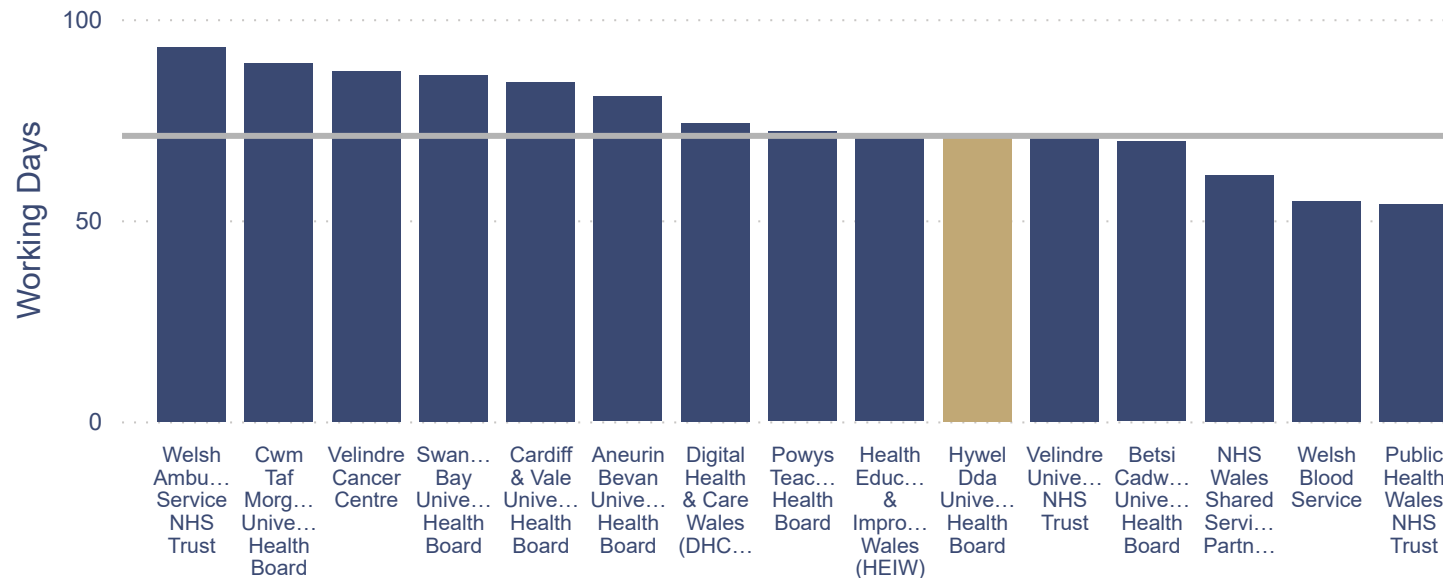
GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Vacancy Creation to conditional offer compared to other Orgs and Target of 44 days



Vacancy Creation to unconditional offer compared to other Orgs and Target of 71 days



DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
Aug-21	134	132	8	100.0%
Sep-21	180	181	3	100.0%
Oct-21	151	154	4	100.0%
Nov-21	143	143	6	100.0%
Dec-21	84	83	6	100.0%
Jan-22	176	169	3	100.0%
Feb-22	128	126	1	100.0%
Mar-22	149	147	7	100.0%
Apr-22	130	128	3	100.0%
May-22	150	148	1	100.0%
Jun-22	149	148	7	100.0%
Jul-22	108	108	6	100.0%
Aug-22	124	126	4	100.0%
Sep-22	186	185	3	100.0%
Oct-22	211	210	5	99.5%
Nov-22	100	99	5	100.0%
Dec-22	80	77	4	100.0%

October - Health & Social care apprentice started prior to DBS being returned. This was to ensure Apprentice could start on employment and educational pathway; a risk assessment was undertaken.

Time to Hire by Staff Group

Staff Group	Hywel Dda University Health Board	Cardiff & Vale University Health Board	Swansea Bay University Health Board	Betsi Cadwaladr University Health Board
A&C	65.7	74.1	88.9	59.2
ACS	71.1	82.8	75.1	70.6
AHP	78.4	81.3	84.8	85.1
APST	71.0	94.1	73.0	72.9
EA	65.4	65.5	93.5	75.7
HS		79.2	107.2	95.3
M&D				
NMR	76.4	95.4	83.2	73.0



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

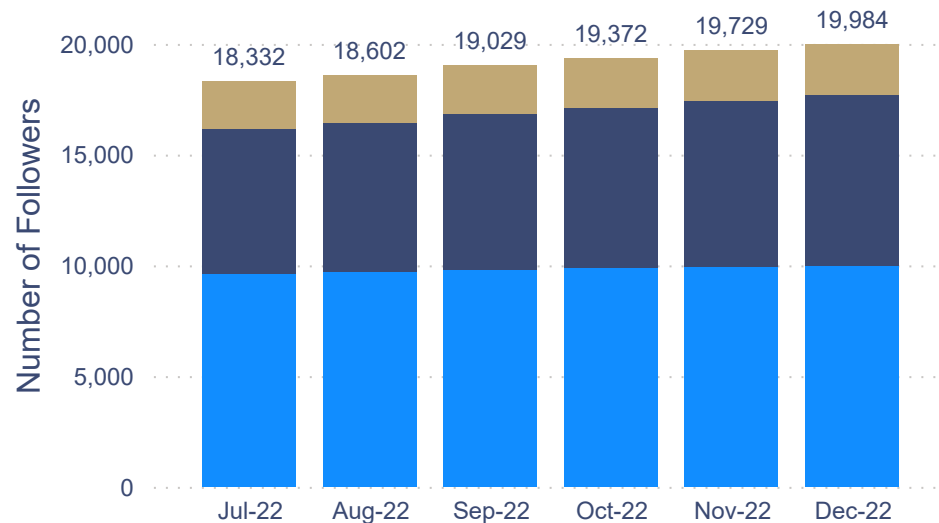
International Recruitment Performance - Target to Recruit 100 Registered Nurses.

100%

International RN Recruitment
Phase 1

Followers on Social Media

● Facebook ● LinkedIn ● Twitter



Recruitment Checks by Health Board

Org	Time to approve vacancy request	Time to advertise	Duration of advertising	Time to move to shortlisting	Time to Shortlist	Time to update interview outcomes
NHS Wales Shared Services Partnership	7.6	1.4	8.0	0.9	7.5	5.2
Powys Teaching Health Board	11.3	1.9	9.3	0.9	19.6	3.3
Welsh Blood Service	5.0	1.8	7.9	0.9	2.8	4.7
Betsi Cadwaladr University Health Board	3.4	1.9	9.8	1.0	7.1	2.7
Cwm Taf Morgannwg University Health Board	17.2	1.7	8.6	1.0	7.8	3.1
Health Education & Improvement Wales (HEIW)	2.5	1.4	11.9	1.0	3.6	3.5
Hywel Dda University Health Board	5.7	1.6	9.5	1.0	3.0	2.5
Swansea Bay University Health Board	8.2	1.7	13.9	1.0	6.0	4.4
Velindre University NHS Trust	4.7	1.7	9.3	1.0	8.1	5.5
Welsh Ambulance Service NHS Trust	11.7	1.5	9.2	1.0	7.3	4.7
Aneurin Bevan University Health Board	9.5	1.7	9.0	1.1	6.3	3.8
Cardiff & Vale University Health Board	12.4	1.8	9.0	1.1	6.5	3.2
Digital Health & Care Wales (DHCW)	1.1	1.5	10.5	1.1	5.8	1.5
Public Health Wales NHS Trust	3.0	1.6	8.9	1.1	9.3	1.9
Velindre Cancer Centre	6.6	1.6	7.9	1.1	13.0	3.9
Target	10.0	2.0	10.0	2.0	3.0	3.0

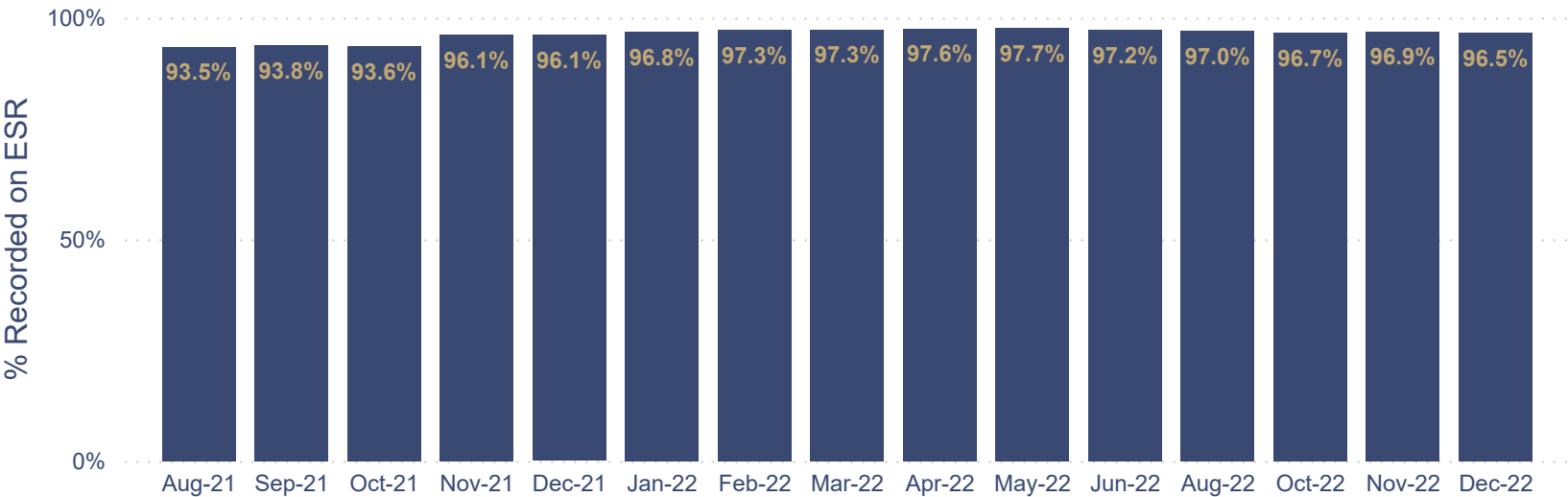
Medical Recruitment Dec 22

Trac Recruitment Health Check	Target	Month	Time to Target
Time from Notice to Authorisation Start Date	5	13.30	8.3
Time from Vacancy Created to Conditional Offer Letter Issued	44	38.70	-5.3
Time to approve references	2	7.00	5.0
Time to Approve Vacancies	10	2.50	-7.5
Time to notify Recruitment of Interview Outcome	3	1.40	-1.6
Time to Shortlist	3	4.80	1.8

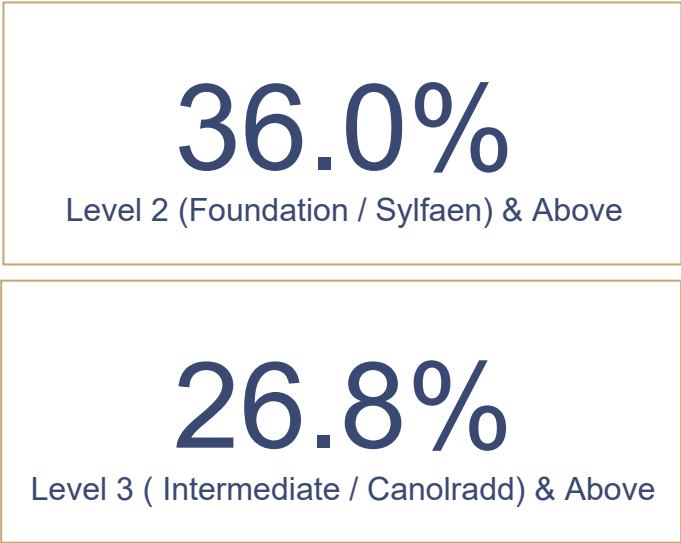
Month on Month Recruitment Volumes

Axis	Number of FTE advertised	Number of posts advertised
Nov-22	480.9	360
Dec-22	302.1	261
Total	783.0	621

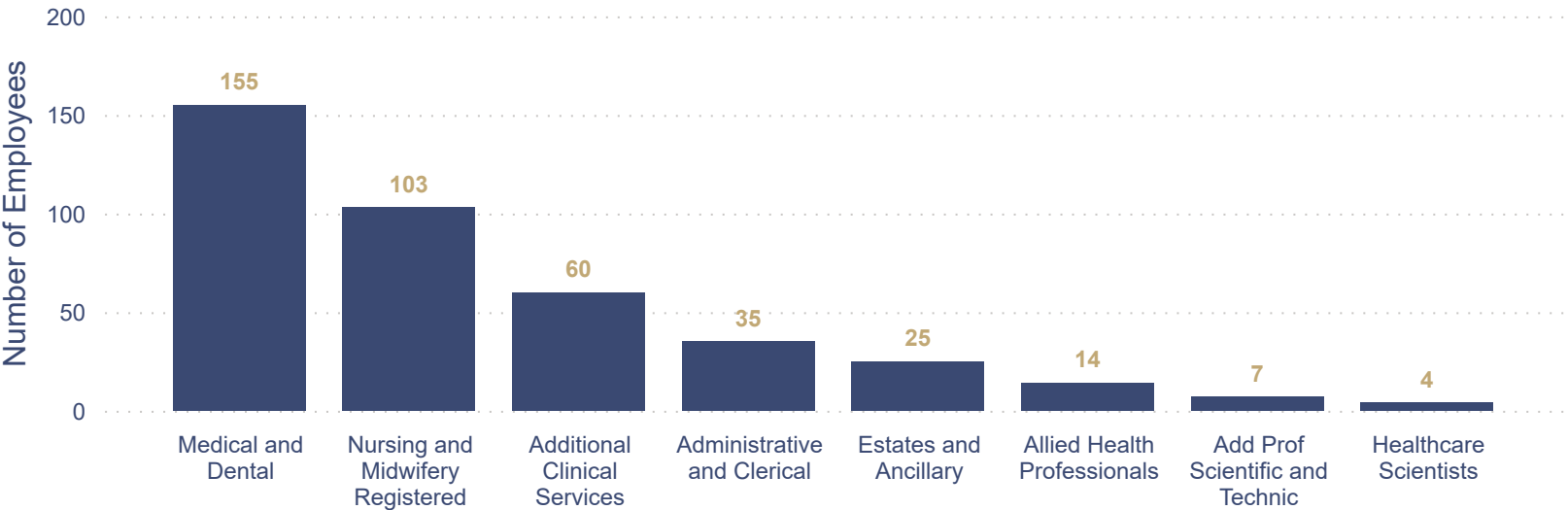
Welsh Language Skills Recorded on ESR



Welsh Language Skills recorded on ESR

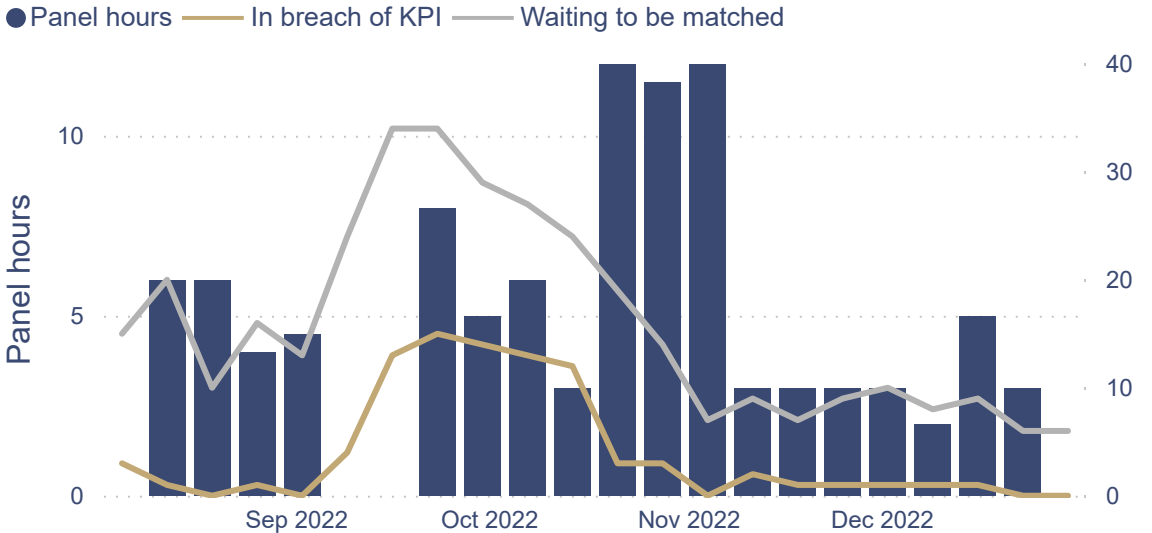


Number of employees by Staff Group that have not recorded Welsh Language Skills on ESR

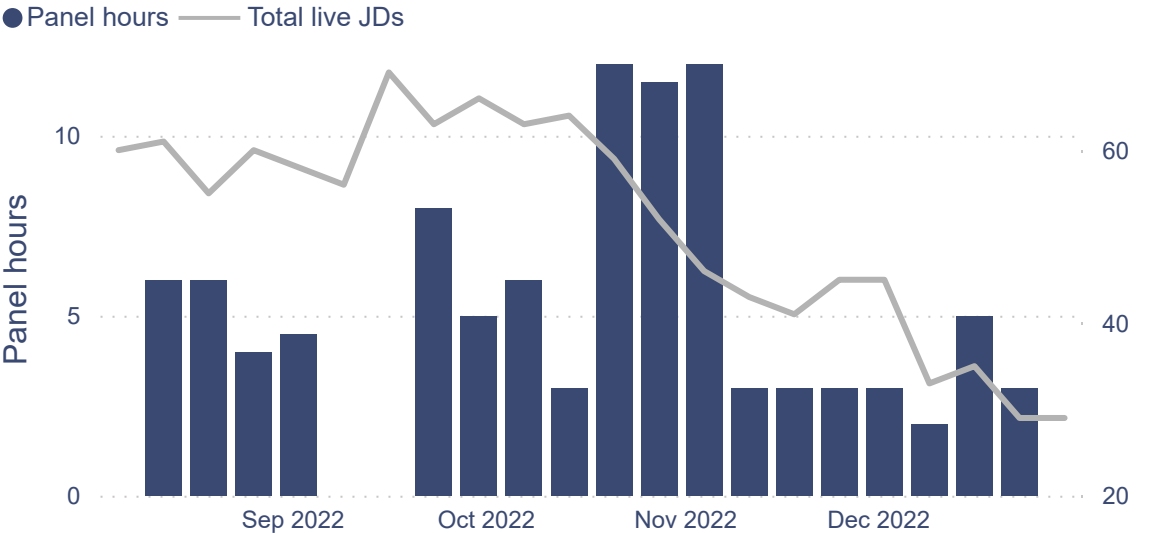




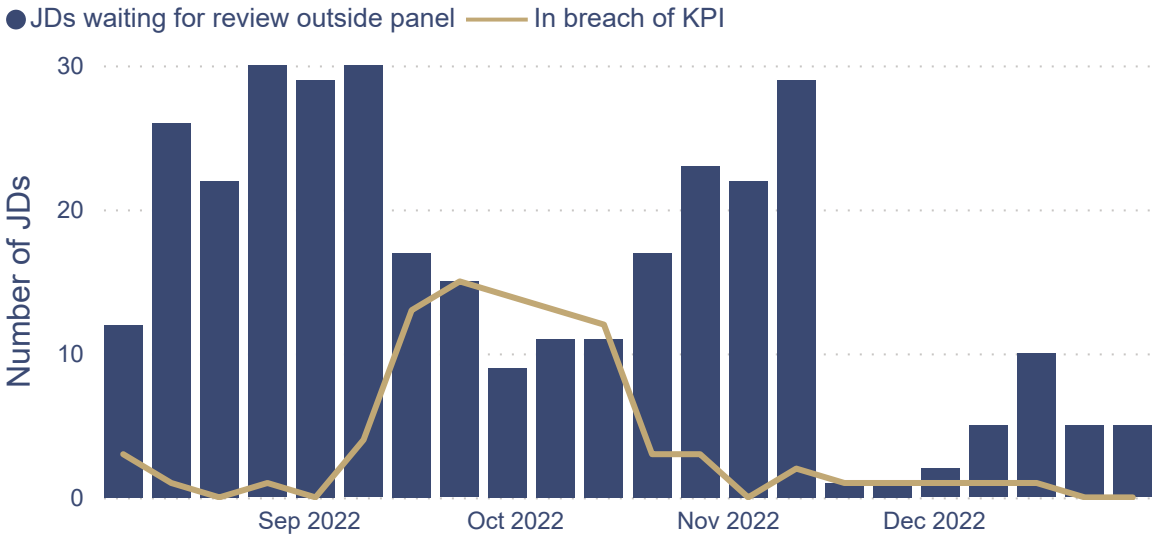
Activity - Waiting to be Matched and KPI breaches by Week



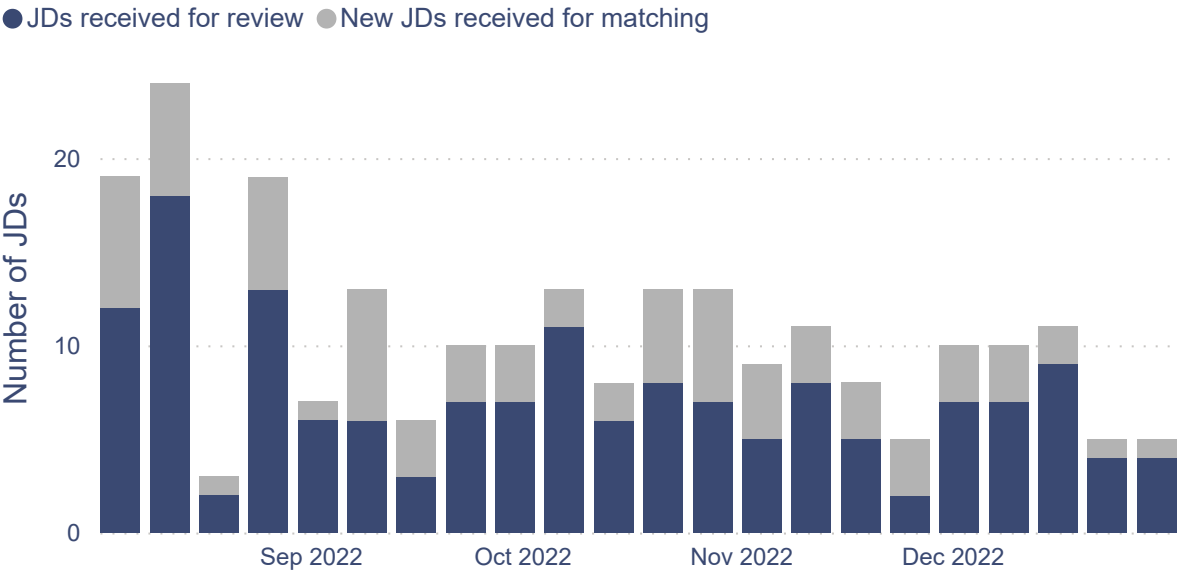
Total live JDs compared to Panel Hours - by Week



Activity - for Review Outside Panel and KPI breaches by Week



Volume - New and for Review by Week



PADR, Staff Engagement & Consultant/SAS Job Planning Activity as at December 2022



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Staff Engagement Year on Year / Month on Month

Year Of Survey	Sent to	Number completed	Response Rate	Engagement Score
2022 Sample in February	1172	237	20.0%	75.0%
2022 Sample in March	1169	242	20.7%	76.0%
2022 Sample in April	1164	242	20.8%	74.0%
2022 Sample in May	1164	215	18.5%	75.0%
2022 Sample in June	1163	216	18.6%	74.0%
2022 Sample in July	1169	184	16.0%	76.0%
2022 Sample in August	1170	199	17.0%	73.0%
2022 Sample in September	1129	201	17.8%	75.0%
2023 Sample in October	940	168	17.9%	72.0%
2022 Sample in November	1305	97	7.4%	74.0%

Percentage of Staff from the engagement survey who strongly agree or agree that their PADR helps improve how they do their job.

Sep-22

67.2%

Oct-22

63.1%

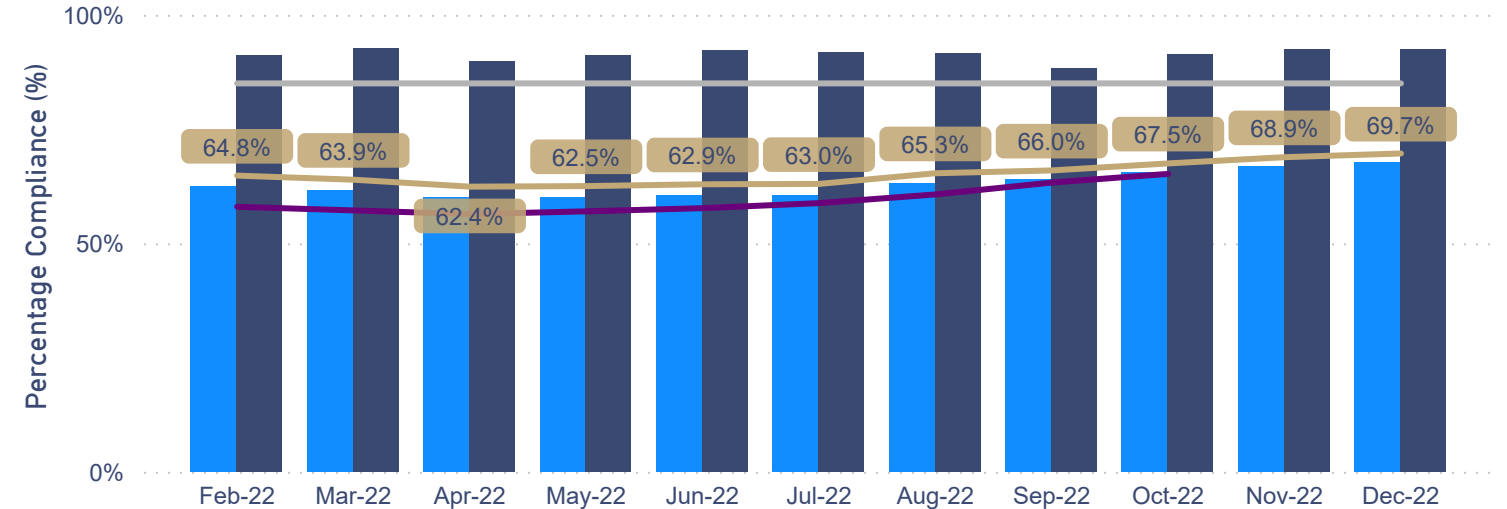
Nov-22

59.8%

Please Note: Board Outcome Survey (BOS) did not run in December 2022; It is starting anew in January 2023 running from the 1st to the 28th of the month.

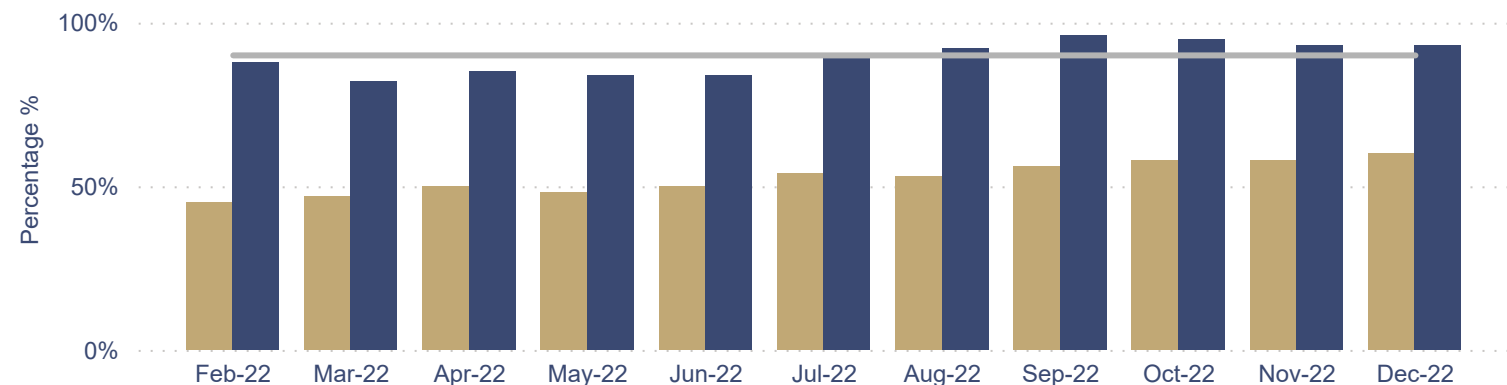
PADR & Medical Appraisal Compliance to NHS Wales Performance and 85% Target

Category ● AfC ● M&D — Combined Compliance — NHS Wales — 85% Target

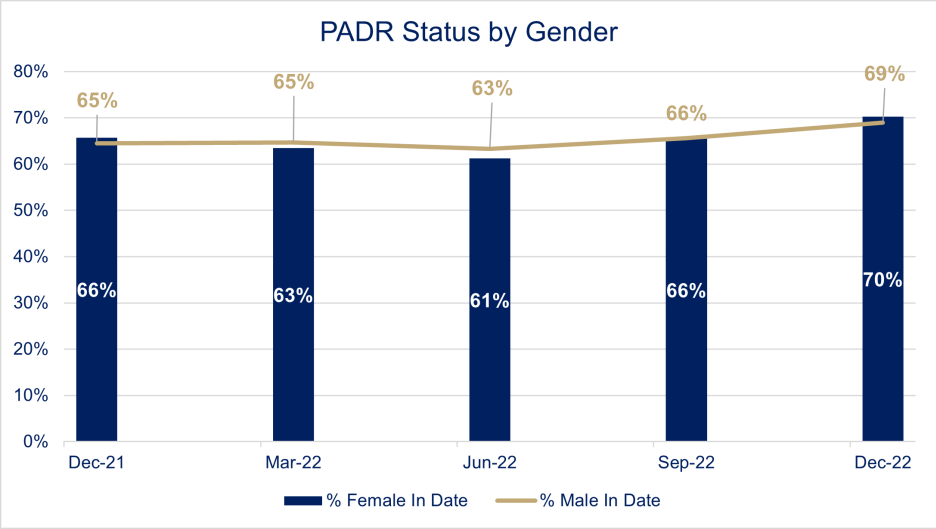
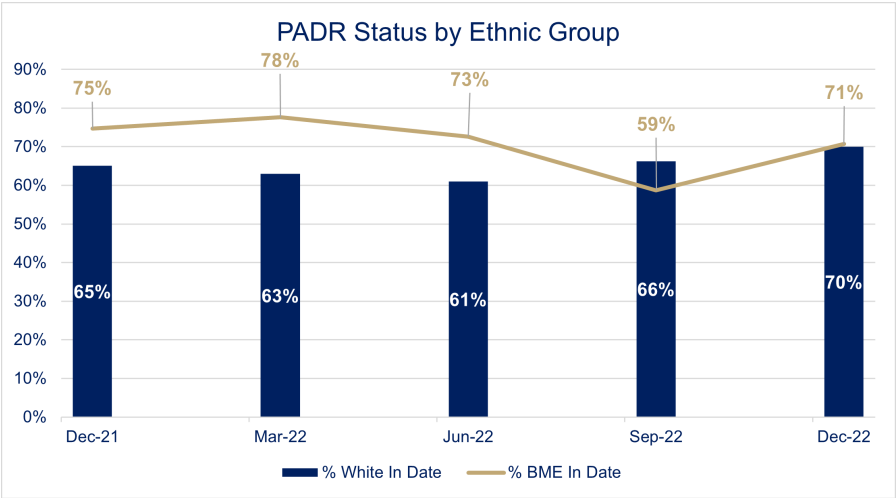


Consultant/SAS doctors with a Job Plan (Current is within 12 Months) against 90% Target

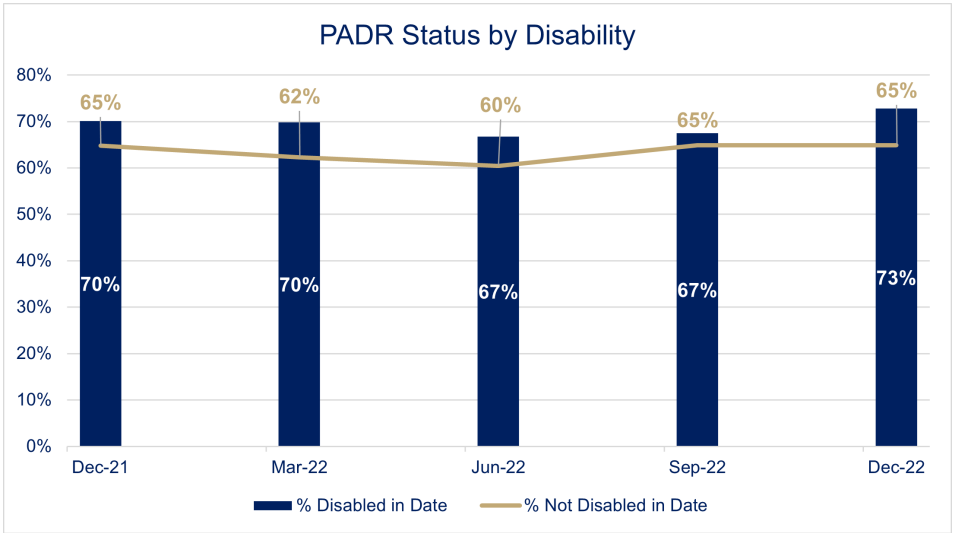
● Current Job Plan ● Job Plan — Target



PADR Status by Protected Characteristics



BME staff “PADR In Date” rate fell below the rate of those classified as “White” in September with a gap of 7%.



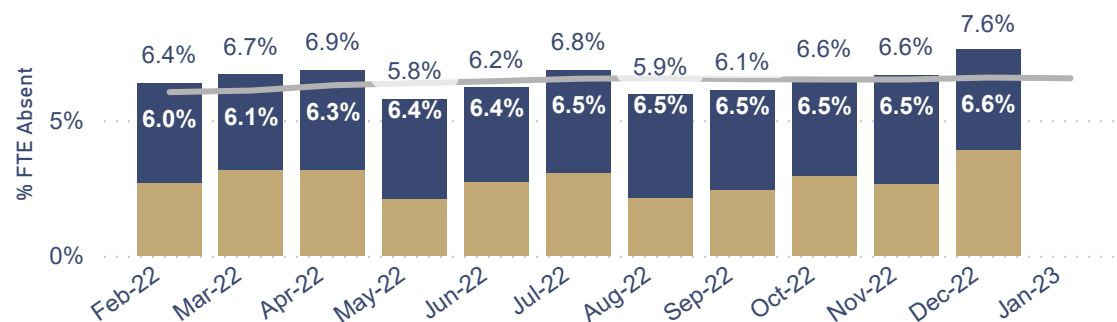
Male staff “PADR in Date” fell below the female staff rate in both December 2021 & December 2022 by 1%.

Staff registered as Disabled had either a higher or equivalent “PADR In Date” rate than those staff not registered as Disabled

Sickness levels as at December 2022

% FTE Absent In month & Rolling 12M

● % FTE ST Absent
 ● % FTE LT Absent
 — Rolling 12M % FTE



% FTE Absent in Month compared to previous month and the same period last year

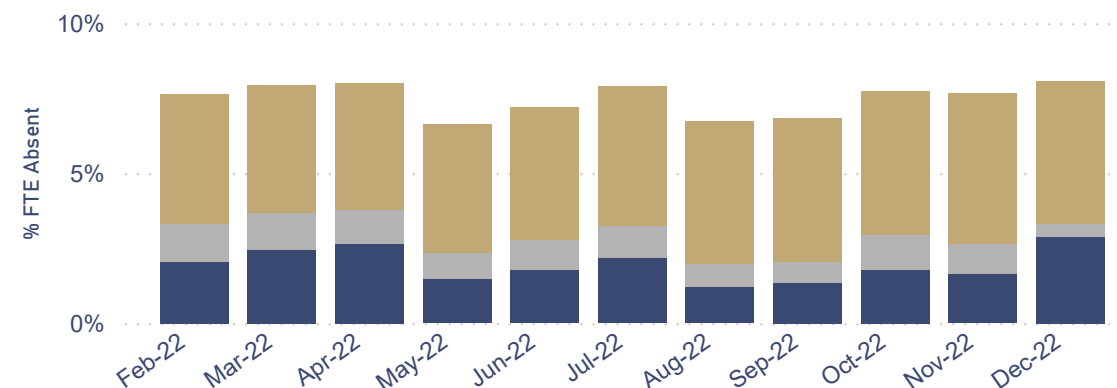
% FTE Absent	Increase/Decrease from Prior Month	Increase/Decrease from Same Period Last Year
7.6%	1.0% ↑	1.1% ↑

Absence Reason where Absent FTE % > 0.5%

Absence Reason	Nov-22	Dec-22
S10 Anxiety/stress/depression/other psychiatric illnesses	1.9%	1.7%
S13 Cold, Cough, Flu - Influenza	0.6%	1.5%
S15 Chest & respiratory problems	0.5%	0.8%
S27 Infectious diseases	0.5%	0.6%

% FTE Absent Split by COVID, Isolating & Other Sickness

● % FTE COVID Absent
 ● % FTE Isolating
 ● % FTE Other Absent



Staff Group	Dec-22 % FTE Absent	Headcount
Nursing and Midwifery Registered	2.5%	1,619
Additional Clinical Services	2.4%	643
Administrative and Clerical	1.1%	1,061
Estates and Ancillary	0.8%	1,312
Allied Health Professionals	0.4%	1,321
Add Prof Scientific and Technic	0.2%	180
Medical and Dental	0.1%	1,415
Healthcare Scientists	0.1%	1,338

Sickness benchmarking as at October 2022

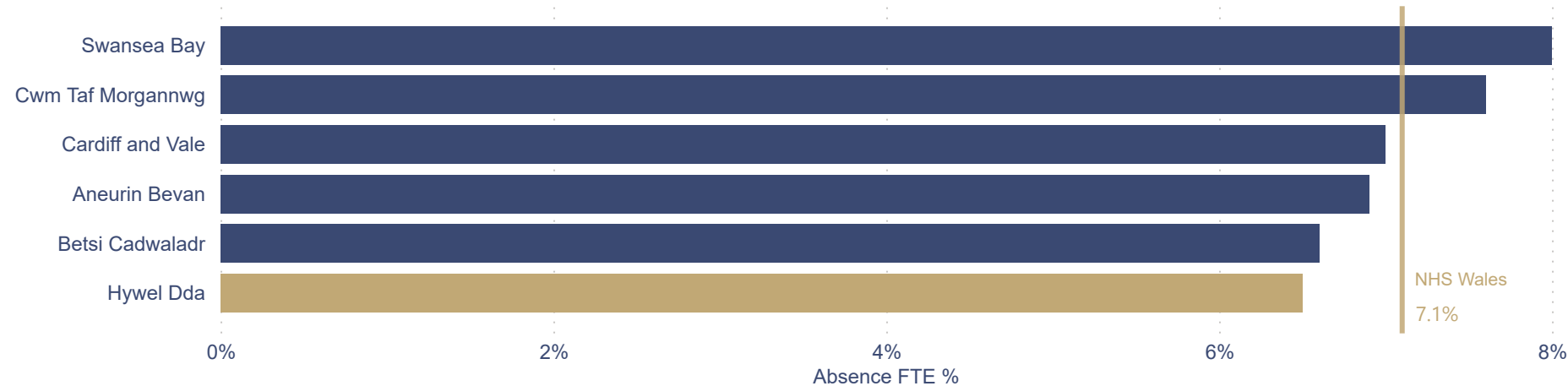


GIG
CYMRU
NHS
WALES

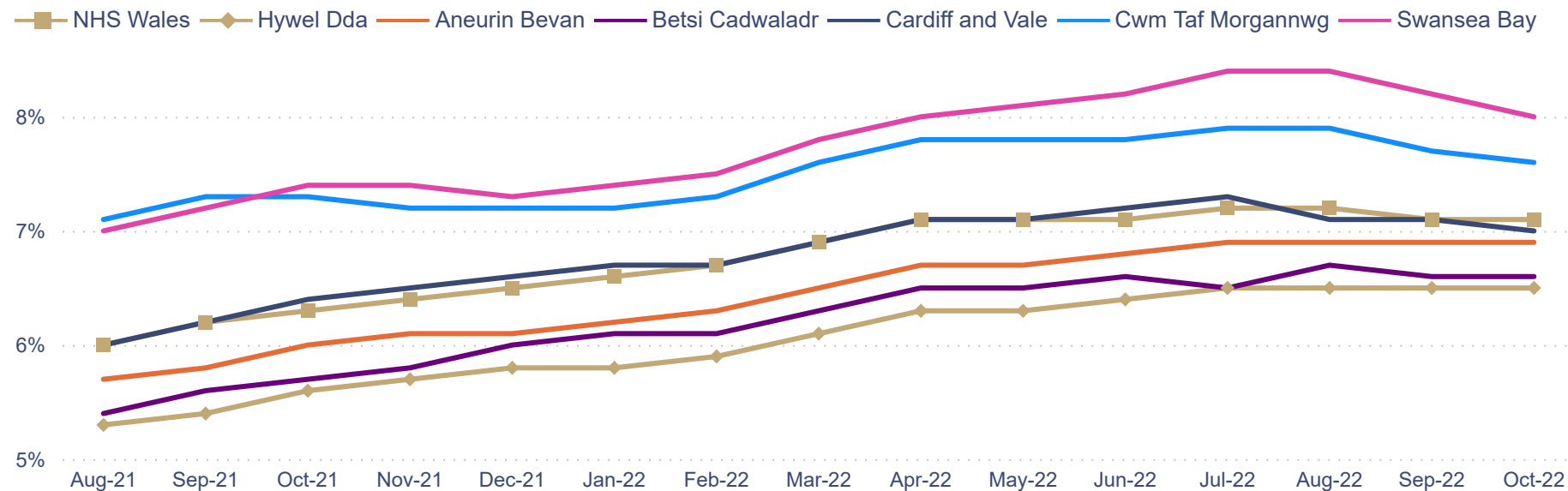
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Please note that NHS Wales Benchmarking figures are currently only up to October 2022 as such the Hywel Dda figures on this page are also as at October 2022.

Sickness absence FTE % October 22 performance compared to other Health Boards and NHS Wales



Rolling 12M sickness absence rates Jul '21 - Oct '22



205

Immunisations given

Clearances	Target (Working days)	Performance		
		Dec-22	Compliance	
Occupational Health clearance	5	0-5 Days	184	65%
		5-10 Days	75	27%
		11 Days +	9	3%
Not Cleared Awaiting response			14	

3

Waiting Times - Nurse
(Weeks)

1560

Action point calls received

Management Referrals	Target (Working days)	Performance	Dec-22	Compliance
Receipt to triage	2	0-5 Days	107	79%
		5-10 Days	22	16%
		11 Days +	3	2%
Not yet triaged			3	
Receipt to first offered appointment	20	0-5 Days	38	28%
		5-10 Days	59	44%
		11 Days +	11	8%
Not yet triaged			3	
Awaiting Appointment			24	

925

Telephone Requests for
advice

Diary Full

Vacancy as at 27/1/23

Waiting Times - Physiotherapist
(Weeks)

282

Pre-employment questionnaire
clearance requests

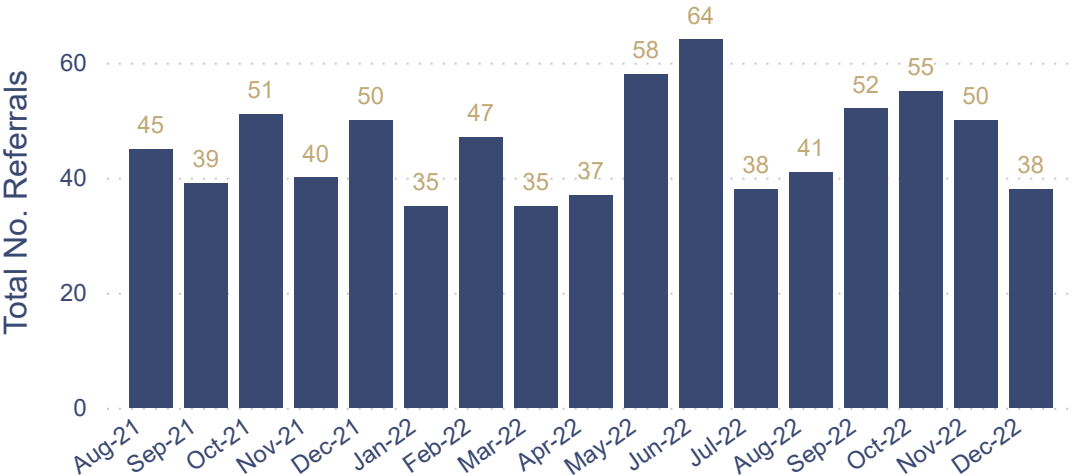
Self Referrals	Target (Working days)	Performance	Dec-22	Compliance
Receipt to first offered appointment	30	0-5 Days	5	23%
		5-10 Days	1	5%
		11 Days +	16	73%

6

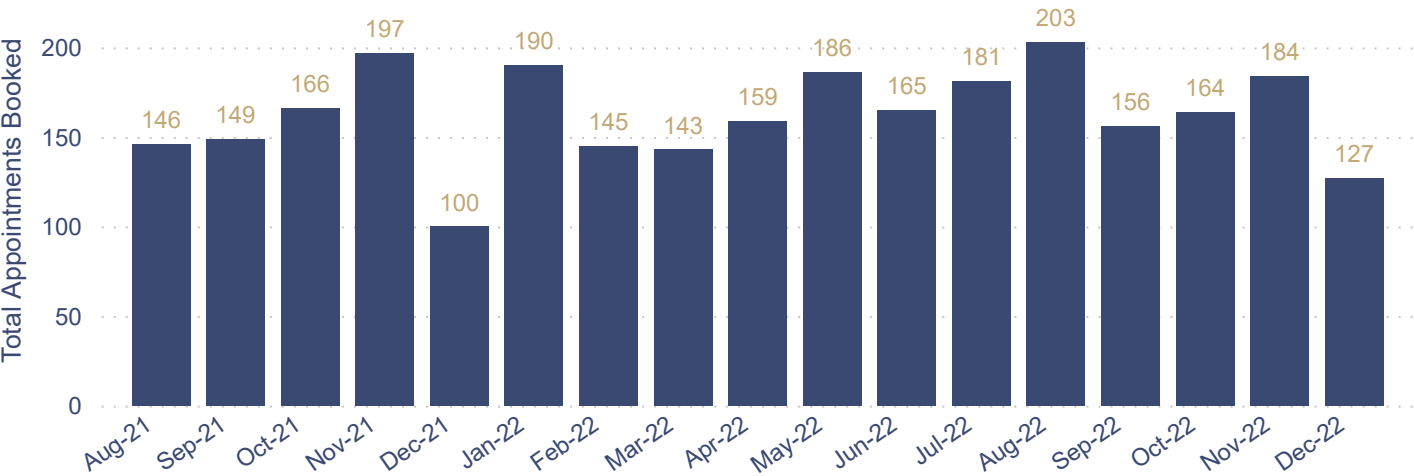
Waiting Times - Doctor
(Weeks)



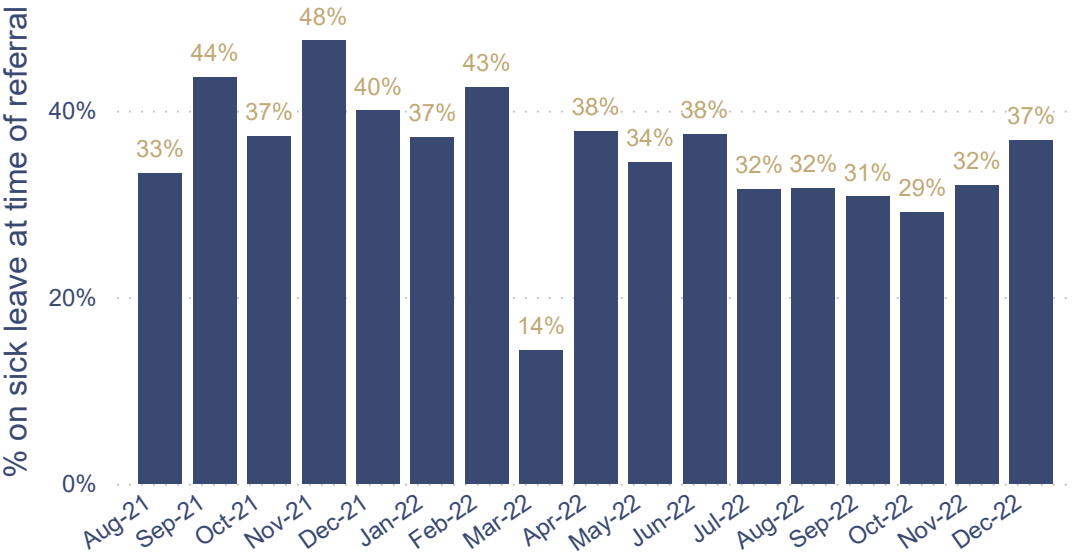
Total No. Referrals



SPWBS Total Appointments Booked



% on sick leave at time of referral



Maximum Waiting Time (Weeks)

Month Name	2021/ 2022	2022/ 2023
April		3
May		4
June		4.5
July		4.5
August	3	4.5
September	3	5
October	2.5	6
November	3	7
December	5	7.5
January	4	
February	5	
March	5	

Unique
SharePoint
Viewers

Oct-22	125
Nov-22	152
Dec-22	445

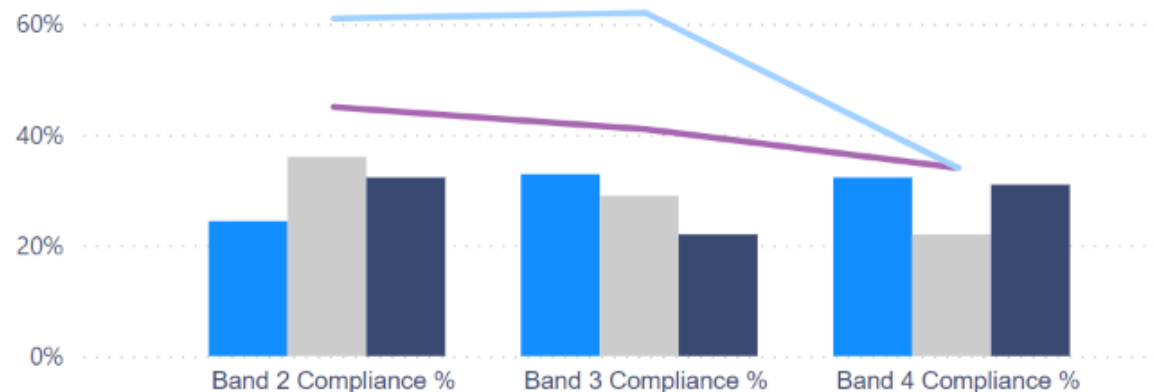
Care First Appointments (data sent Quarterly)

Month Name	2021/ 2022	2022/ 2023
April		0
May		3
June		1
July		3
August	4	2
September	3	1
October	5	4
November	7	9
December	2	2
January	2	
February	3	
March	4	



Career Framework Data

● HDUHB - 2018 ● HDUHB -2019 ● HDUHB -2020 — All Wales -2018 — All Wales -2019



HDUHB annual performance fluctuates considerably due to Covid-19 mass recruitment and changes in system reporting. The data recording mechanism used is now through ESR, providing accuracy for future data collection. The ESR reporting was a pilot for HEIW, with only two Health Boards having reached this milestone.

HDUHB data significantly lower than the “All Wales comparison”, this is attributed to data reporting issues in previous years and also lack of structure to collect and record data. We are still awaiting 2020 All Wales data.

L&D continue to cleanse data and input all qualifications towards the framework in ESR, creating one source of truth. A dedicated role is now in place to support services to reach compliance. Qualifications are being developed to allow for Band 4 achievement. Learning & Development attend operational meetings to promote All Wales Compliance against Target.

Career Framework- Percentage with requisite level of health related qualification.

Profession	% Level 2	% Level 3	% Level 4
Bank Staff (on Bank only contracts)	2.1%	8.8%	37.5%
CAMHS	0.0%	58.3%	100.0%
Dietetics	0.0%	0.0%	0.0%
Nursing & Midwifery	25.7%	33.3%	43.2%
Occupational Therapy	0.0%	36.4%	28.6%
Other Allied Health Discipline	0.0%	0.0%	58.3%
Physiotherapy	0.0%	39.1%	57.9%
Podiatry	0.0%	0.0%	0.0%
Radiology	0.0%	14.3%	0.0%
Speech and Language service	0.0%	100.0%	17.6%

Please note that where zero percent is shown; there are minimal staff at this level for these professions. Please see headcount Table

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank Staff (on Bank only contracts)	676	14	57	5	8	3
CAMHS	0	0	12	7	2	2
Dietetics	0	0	6	0	1	0
Nursing & Midwifery	1076	277	655	218	95	41
Occupational Therapy	0	0	11	4	49	14
Other Allied Health Discipline	1	0	2	0	12	7
Physiotherapy	4	0	46	18	38	22
Podiatry	0	0	2	0	2	0
Radiology	1	0	28	4	7	0
Speech and Language service	0	0	3	3	17	3
Total	1758	291	822	259	231	92



Active Volunteers



288

New Volunteers
being processed



90

Volunteer Enquiries

County	
Carmarthenshire	94
Ceredigion	71
Pembrokeshire	43

Work Experience -
Applications being
Processed



147

Work Experience -
Placed



38



Valued Partnership Initiative

County	Valued Partner Schools				
Carmarthenshire	Ysgol Bro Myrddin	Ysgol Bryngwyn	Ysgol Glan y Mor	Ysgol Coedcae	Ysgol Strade
Ceredigion	Canolfan Aeron	Canolfan Y Eos	Ysgol Bro Pedr	Ysgol Bro Teifi	
Pembrokeshire	Ysgol Bro Gwaun	Ysgol Caer Elen			

Volunteer Interviews



88

Information
Sessions



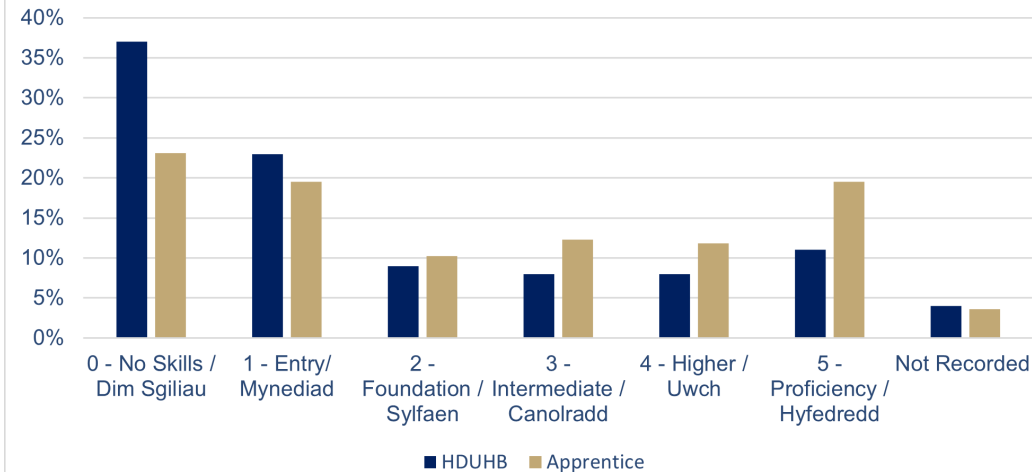
14

Number of Students
Engaged

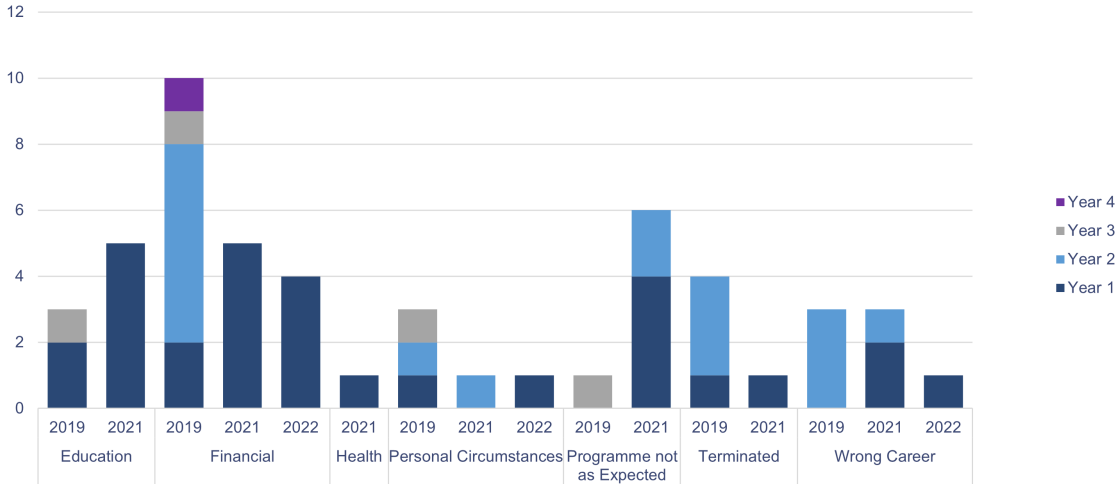


3751

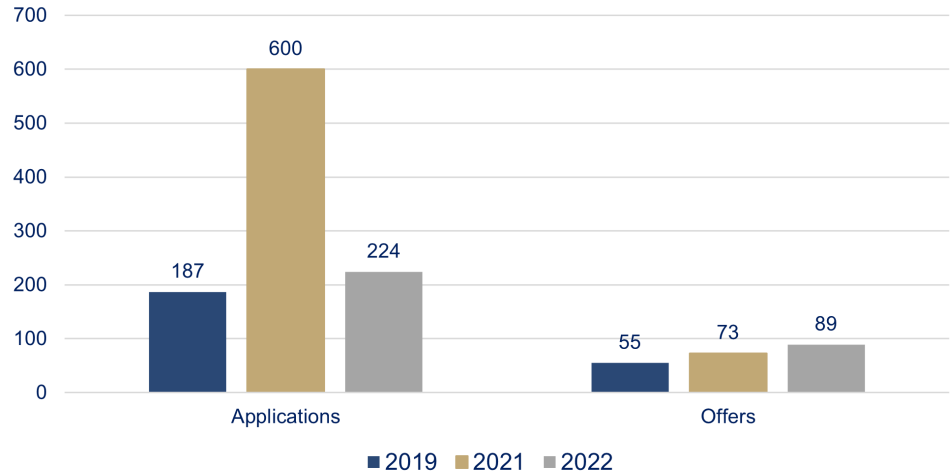
Welsh Language Skills



Leavers by Reason split by Cohort and the year of the program employees left



Applications to Offers by Year



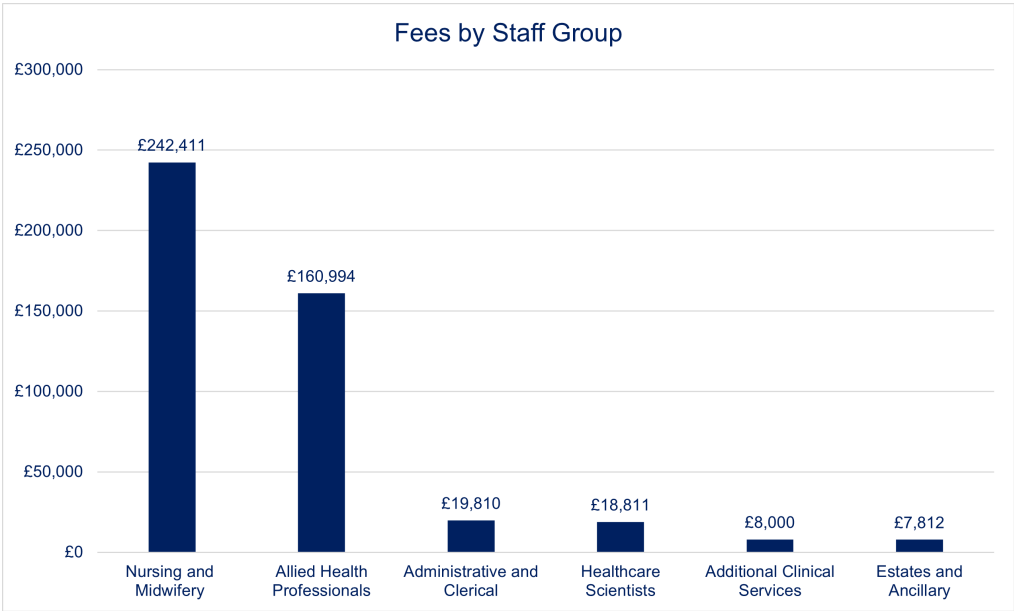
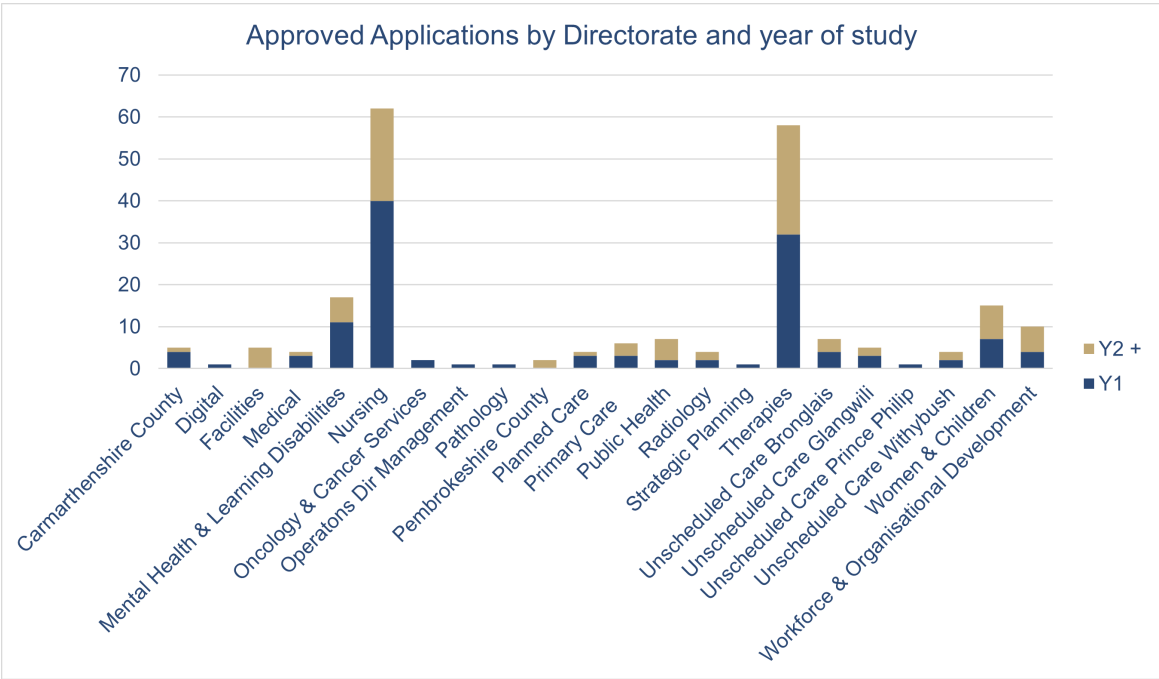
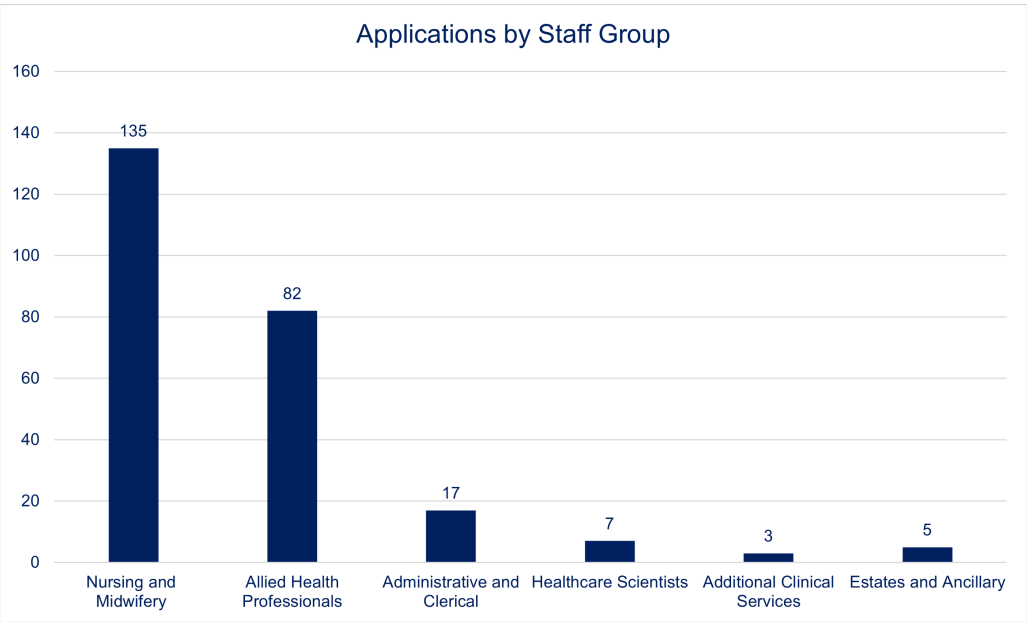
Apprentice Retention Rate

Cohorts	Current Numbers	Number started	Overall Retention Rates
Healthcare 2019	28	51	55%
Healthcare 2021	35	55	64%
Healthcare 2022	83	89	93%
Patient Experience 2019	3	4	75%
Patient Experience 2021	3	5	60%
Workforce Development 2021	1	1	100%
Digital Services 2021	3	3	100%
Electrical Engineering	3	3	100%
Mechanical Engineering	3	3	100%
Plumbing	1	1	100%
Corporate Governance	2	2	100%

Learning & Development April 2022 - December 2022 Higher Awards

Panel Approved	Full Award Applications	Fees	Module Applications	Fees
Applications Approved	162	384,868	60	72,970
Withdrawn	22		5	
Total	184	384,868	65	72,970

Funding Source	Full Award Applications	Fees	Module Applications	Fees
HEIW	58	167,499	20	29,722
Department	29	74,840	14	20,511
Nursing	26	59,129	12	19,896
Study Leave	18	44,198	7	675
Charitable Funds	15	14,410	3	-
WEDSAM	11	5,632	2	-
Not Required	5	19,160	2	2,166
Total	162	384,868	60	72,970



Study Leave

Fees



Requested:
£332,414

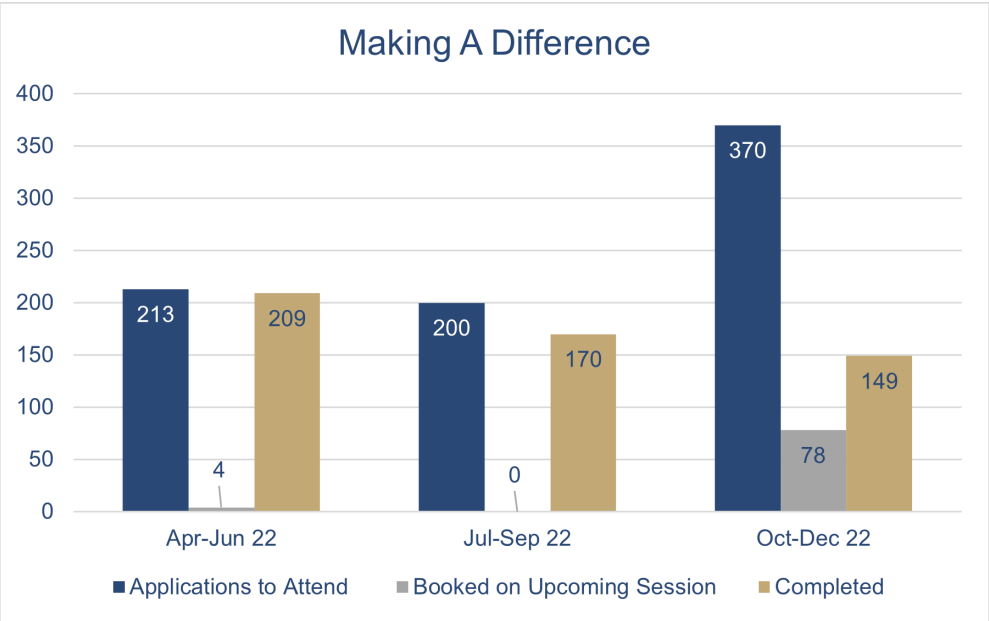
Approved:
£87,977

Applications



Applied: 1078

Approved: 761



Lifelong Learning Fund

Applications



Applied: 241

Approved: 182

Fees



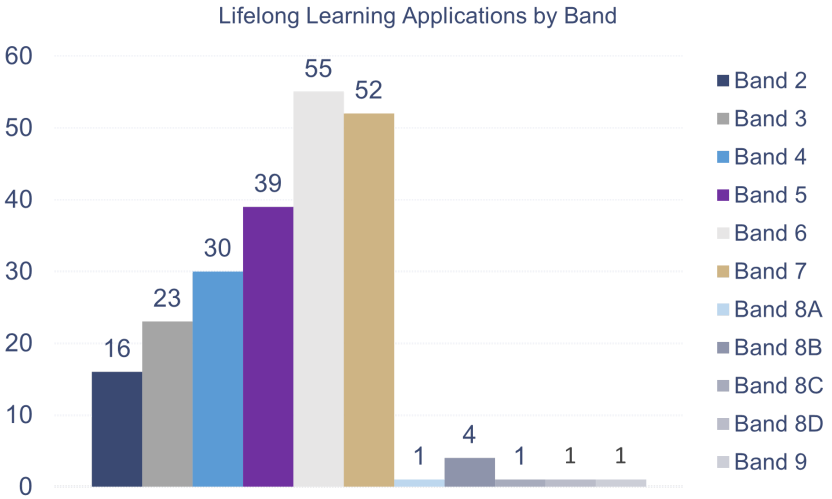
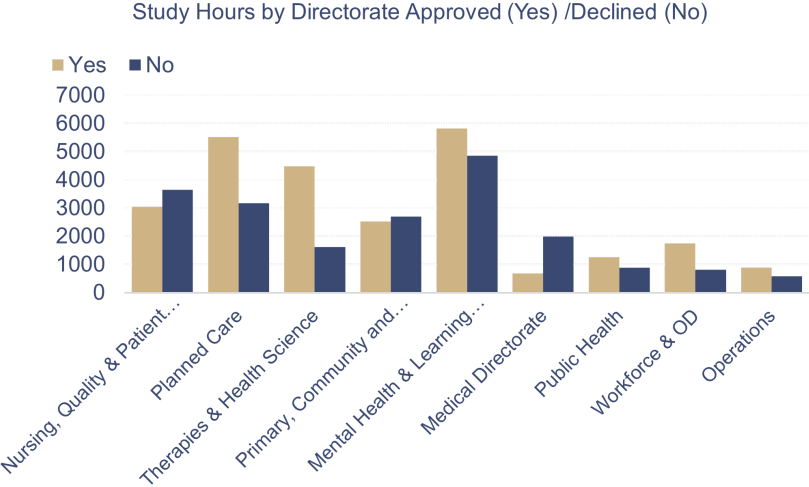
£16,195

Hours



Requested:
46,619

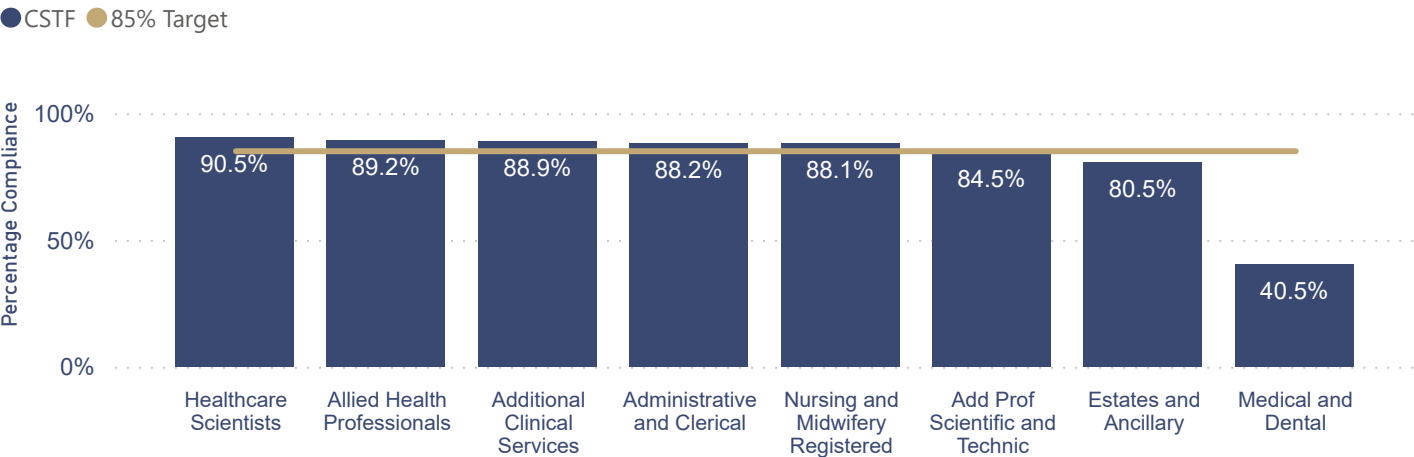
Approved:
26,294



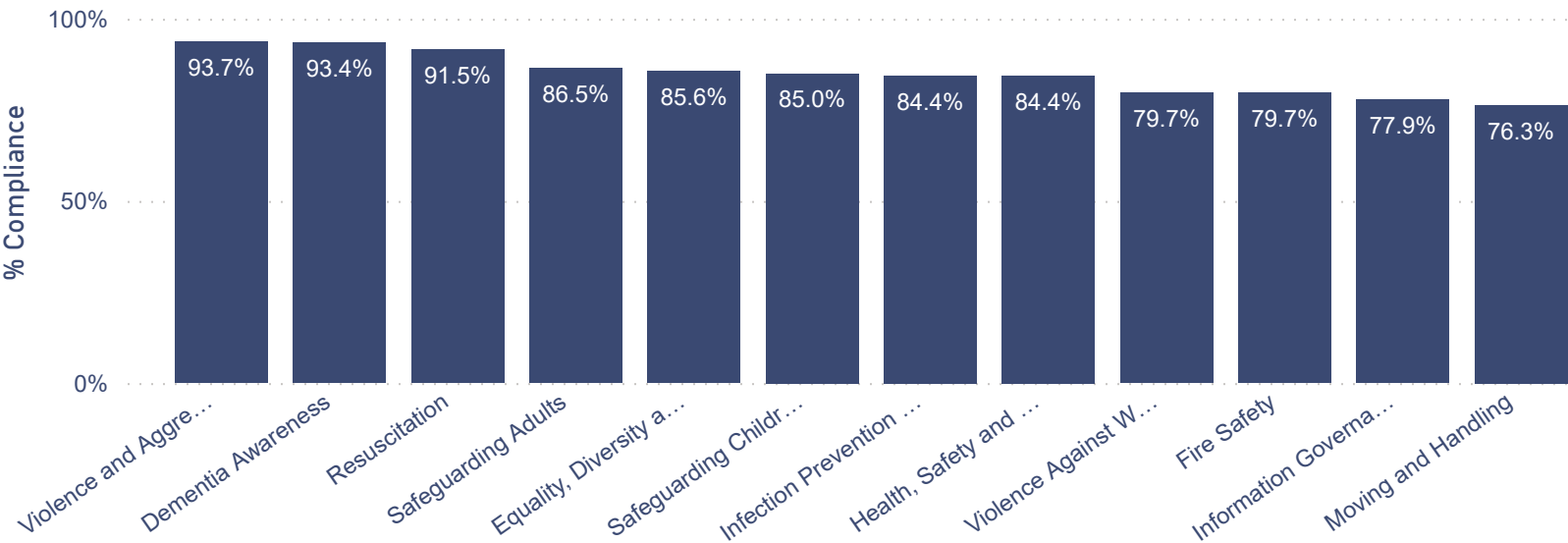
Core Skill Training Framework as at December 2022

Compliance Name	Nov-22	Dec-22
Dementia Awareness	93.3%	93.4%
Equality, Diversity and Human Rights	85.2%	85.6%
Fire Safety	79.3%	79.7%
Health, Safety and Welfare	84.2%	84.4%
Infection Prevention and Control	84.3%	84.4%
Information Governance	77.8%	77.9%
Moving and Handling	75.2%	76.3%
Resuscitation	91.3%	91.5%
Safeguarding Adults	86.2%	86.5%
Safeguarding Children Level 1	84.8%	85.0%
Violence Against Women, Domestic Abuse and Sexual Violence	79.4%	79.7%
Violence and Aggression Module A	93.7%	93.7%
Total	84.6%	84.8%

CSTF compliance by Staff Group compared to 85% Target



CSTF compliance by competency name



Directorate with < 85% Compliance	Headcount	Compliance
L4: ASST DIR OPS QUALITY & NURSING	23	52.5%
L4: CARMARTHENSHIRE COUNTY	411	84.2%
L4: CHIEF EXECUTIVE	83	74.0%
L4: FACILITIES	1,004	80.5%
L4: ONCOLOGY & CANCER SERVICES	112	84.2%
L4: PLANNED CARE	1,327	79.6%
L4: PRIMARY CARE	198	81.1%
L4: PRIMARY CARE MANAGEMENT	96	84.4%
L4: RADIOLOGY	278	83.3%
L4: STRATEGIC PLANNING	36	79.4%
L4: UNSCHEDULED CARE BRONGLAIS	389	81.6%
L4: UNSCHEDULED CARE GLANGWILI	802	75.8%
L4: UNSCHEDULED CARE PRINCE PHILIP	556	84.8%
L4: UNSCHEDULED CARE WITHYBUSH	594	83.6%
L4: WOMEN & CHILDREN	759	81.6%

Mandated Training assigned to all Employees as at December 2022



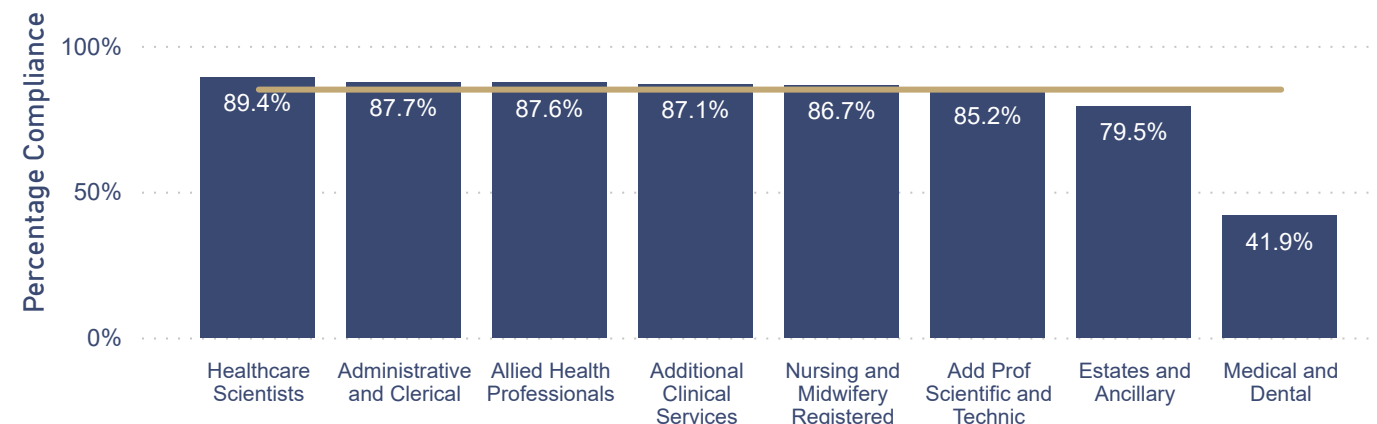
GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Competency	Nov-22	Dec-22
COVID Risk Assessment	65.3%	65.2%
Dementia Awareness	93.3%	93.4%
Equality, Diversity and Human Rights	85.2%	85.6%
Fire Safety	79.3%	79.7%
Fraud Awareness	67.9%	69.8%
Health, Safety and Welfare	84.2%	84.4%
Improving Qulaity Together	85.1%	84.6%
Infection Prevention and Control	84.3%	84.4%
Information Governance	77.8%	77.9%
Listening/Speaking Welsh	96.6%	96.6%
Mental Capacity Act	79.8%	80.2%
Moving and Handling	75.2%	76.3%
Paul Ridd Learning Disability	61.0%	63.7%
Reading Welsh	96.2%	96.3%
Resuscitation	91.3%	91.5%
Safeguarding Adults	86.2%	86.5%
Safeguarding Children Level 1	84.8%	85.0%
Safeguarding Children Level 2	81.2%	81.5%
Violence Against Women, Domestic Abuse and Sexual Violence	79.4%	79.7%
Violence and Aggression Module A	93.7%	93.7%
Violence and Aggression Module B	91.6%	91.8%
Writing Welsh	95.8%	95.8%
Total	83.4%	83.8%

Total compliance by Staff Group compared to 85% Target

● Compliance ● 85% Target



Directorate with < 85% Compliance	Headcount	Compliance
L4: ASST DIR OPS QUALITY & NURSING	23	56.7%
L4: CARMARTHENSHIRE COUNTY	411	82.6%
L4: CHIEF EXECUTIVE	83	74.7%
L4: FACILITIES	1,004	79.4%
L4: ONCOLOGY & CANCER SERVICES	112	84.4%
L4: PLANNED CARE	1,327	78.7%
L4: PRIMARY CARE	198	80.3%
L4: PRIMARY CARE MANAGEMENT	96	84.3%
L4: RADIOLOGY	278	81.5%
L4: STRATEGIC PLANNING	36	81.8%
L4: UNSCHEDULED CARE BRONGLAIS	389	79.9%
L4: UNSCHEDULED CARE GLANGWILI	802	73.1%
L4: UNSCHEDULED CARE PRINCE PHILIP	556	82.7%
L4: UNSCHEDULED CARE WITHYBUSH	594	82.9%
L4: WOMEN & CHILDREN	759	80.0%

Core Skills Training benchmarking as at October 2022

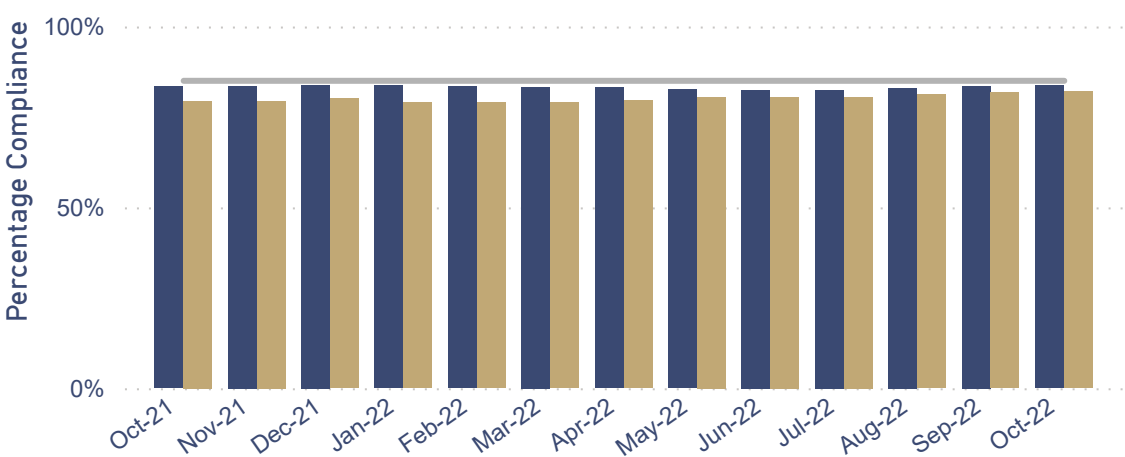
Please note that NHS Wales Benchmarking figures are currently only up to October 2022 as such the Hywel Dda figures on this page are also as at October 2022.

Competencies reported under Core Skills and Training Framework (CSTF) for benchmarking are:

- Equality, Diversity & Human Rights (Treat me Fairly)
- Fire Safety
- Health, Safety & Welfare
- Infection Prevention & Control
- Information Governance (Wales)
- Moving and Handling
- Resuscitation
- Safeguarding Adults
- Safeguarding Children
- Violence & Aggression (Wales)

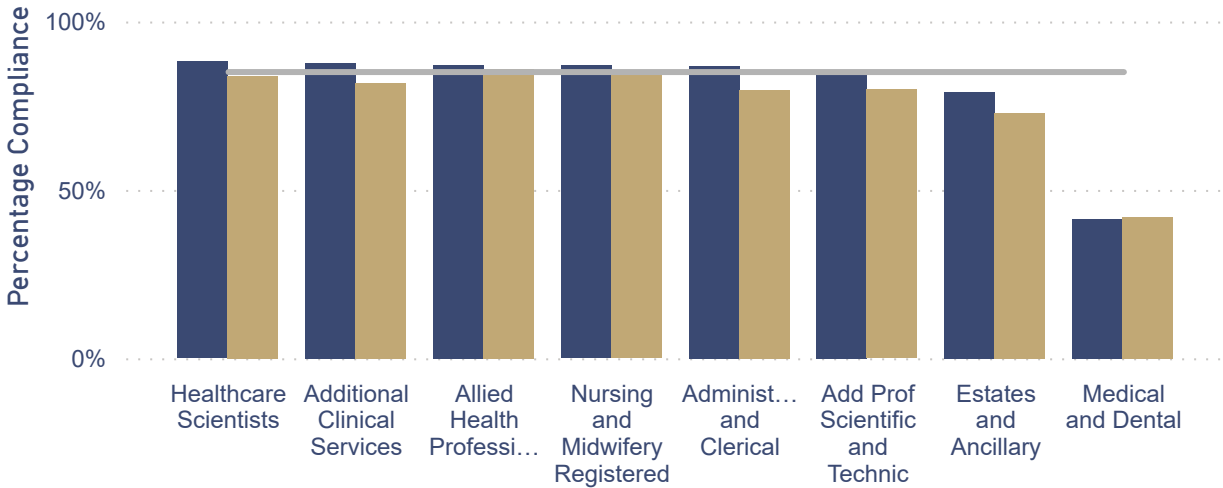
CSTF compliance month on month compared to NHS Wales and 85% Target

Hywel Dda NHS Wales 85% Target



CSTF compliance by Staff Group compared to NHS Wales and 85% Target

Hywel Dda NHS Wales 85% Target

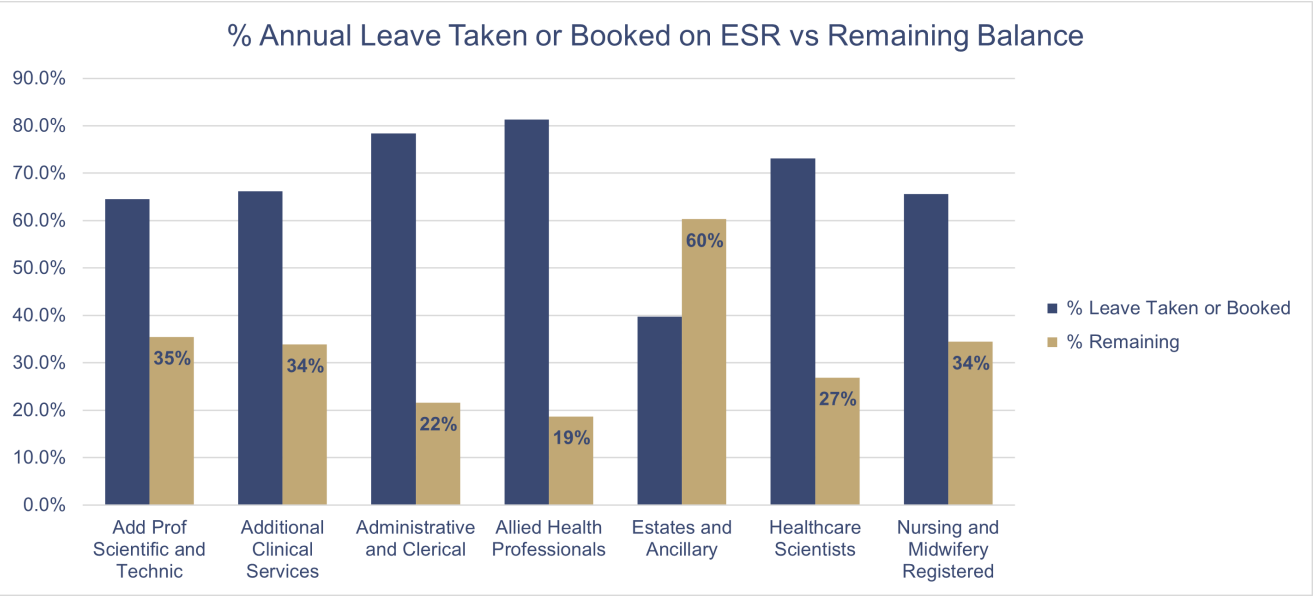


Annual Leave Balances as at December 2022

Directorates with less than 75% of leave taken or booked on ESR as at December 2022 (Excluding Medical and Dental)

Directorates with Less than 75% of Leave Taken or Booked

Level 4 Directorate	% Leave Taken or Booked	% Remaining	Assignments in Area
L4: FACILITIES	39.5%	60.5%	1,097
L4: CEREDIGION COUNTY	48.4%	51.6%	218
L4: ASST DIR OPS QUALITY & NURSING	52.9%	47.1%	22
L4: UNSCHEDULED CARE BRONGLAIS	62.3%	37.7%	355
L4: UNSCHEDULED CARE GLANGWILI	62.9%	37.1%	724
L4: MEDICINES MANAGEMENT	63.0%	37.0%	282
L4: UNSCHEDULED CARE WITHYBUSH	63.2%	36.8%	558
L4: FINANCE	64.0%	36.0%	103
L4: PEMBROKESHIRE COUNTY	64.5%	35.5%	316
L4: UNSCHEDULED CARE PRINCE PHILIP	65.4%	34.6%	527
L4: WOMEN & CHILDREN	66.2%	33.8%	695
L4: CARMARTHENSHIRE COUNTY	66.2%	33.8%	407
L4: PLANNED CARE	67.1%	32.9%	1,115
L4: PUBLIC HEALTH	67.8%	32.2%	491
L4: PATHOLOGY	68.8%	31.2%	258
L4: ONCOLOGY & CANCER SERVICES	71.8%	28.2%	113
L4: CHIEF EXECUTIVE	73.8%	26.2%	70



This information has been taken from Electronic Staff Record (ESR); this will include all leave recorded on ESR and the leave taken by staff on electronic rostering systems.

All leave should be recorded using the Electronic Staff Record (ESR) or E-Rosters system as appropriate to the area of work (staff on one of the E-Rostering systems; Rosterpro or Allocate will have their leave entered into the system by their manager).

Some staff groups may use other systems e.g Medical and Dental staff use Intrepid and some Facilities staff record manually.

Significant work has been undertaken between ESR, Payroll and Medical Workforce teams to populate ESR with accrual plans for permanent medical staff on our payroll; as intrepid does not interface into ESR, the team are working to manual update these balances with leave taken as recorded on Intrepid.

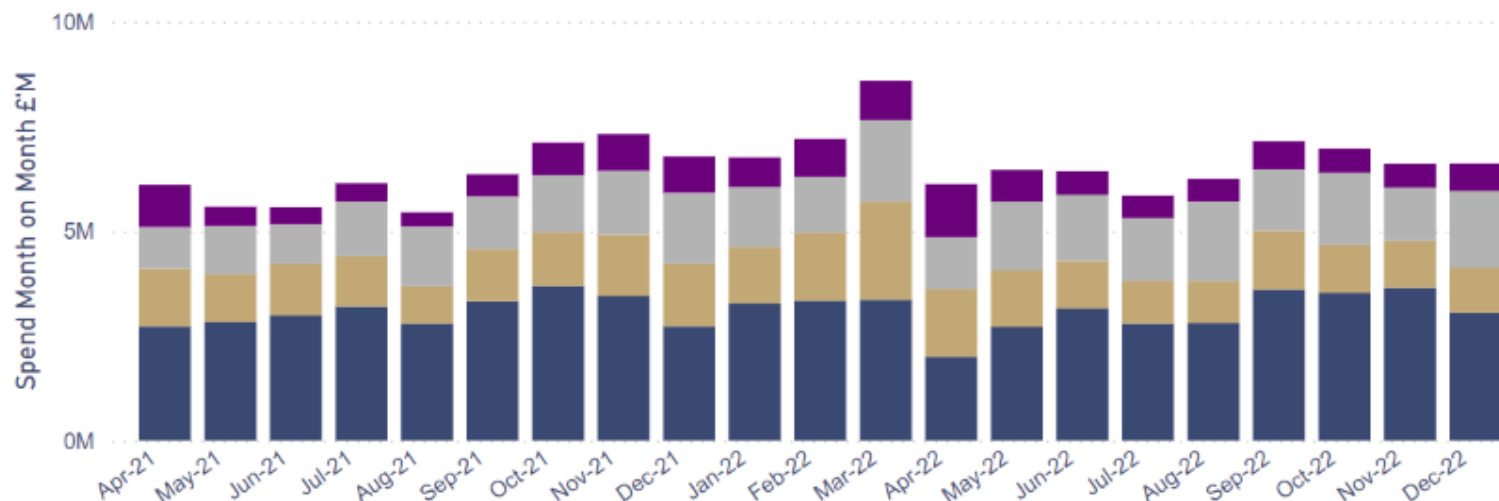


Agency Spend as a percentage (%) of the total pay bill

Month Name	2020/2021	2021/2022	2022/2023
April	3.36%	6.84%	6.46%
May	3.19%	7.04%	6.12%
June	3.45%	7.47%	6.94%
July	3.89%	7.95%	6.42%
August	4.58%	7.01%	6.46%
September	5.07%	6.79%	6.52%
October	5.84%	8.33%	6.94%
November	6.23%	7.77%	9.27%
December	6.07%	7.18%	6.23%
January	6.92%	7.15%	
February	3.98%	7.08%	
March	3.12%	5.13%	

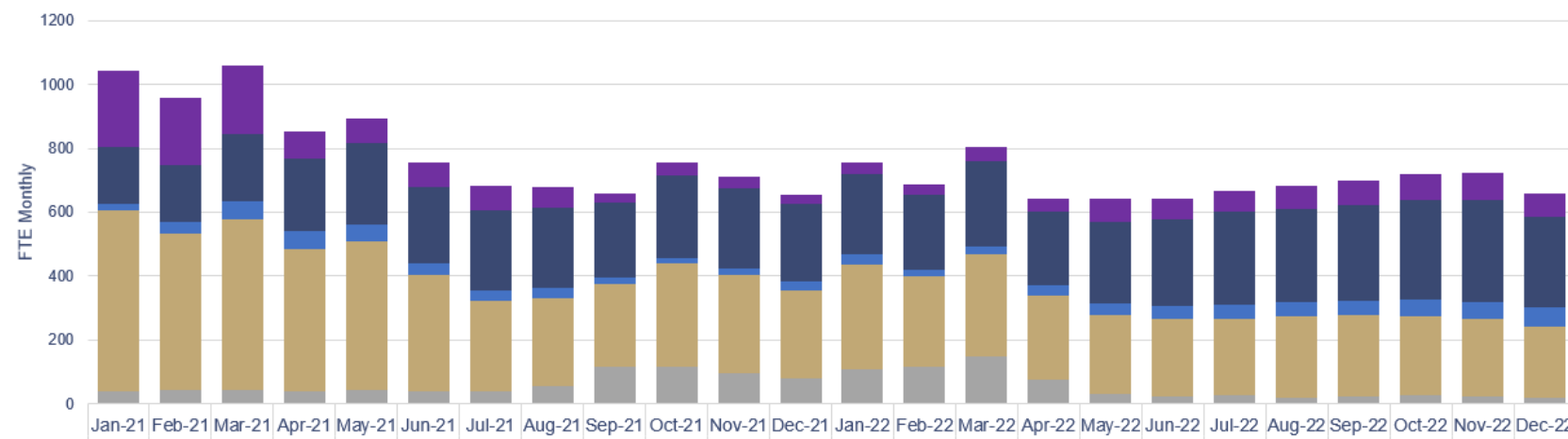
Variable Pay Month on Month

● Agency ● Bank ● Locum ● Overtime



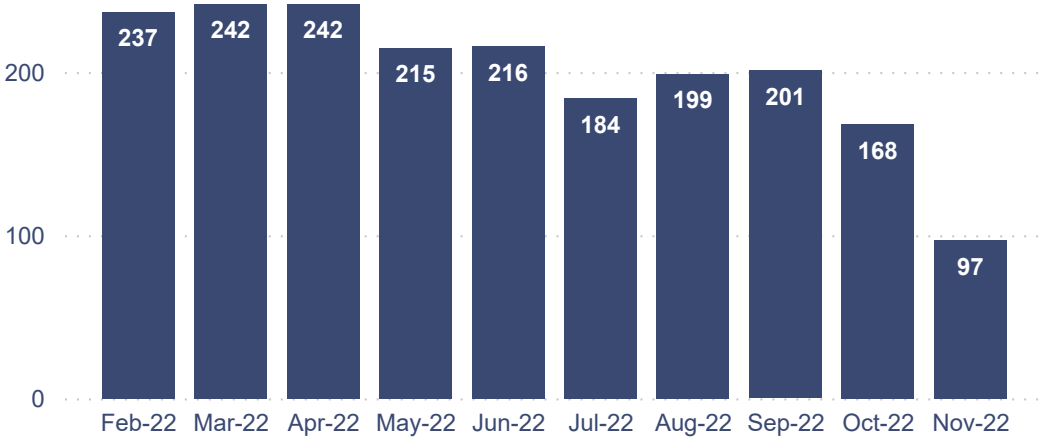
Temporary Workforce Utilisation Month on Month

● Additional ● Bank ● Off Contract Agency ● On Contract Agency ● Overtime





Board Outcome Surveys Completed Month on Month



Please Note: Board Outcome Survey (BOS) did not run in December 2022; It is starting anew in January 2023 running from the 1st to the 28th of the month.

Retirement
Letters



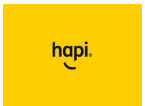
82 personal
letters sent

Thinking of
Leaving Survey



65 Responses

HAPI Benefits
sign up



941 in Jul-Dec
5003 to Date

Board Outcome
Survey



Completed to
Date: 2536

Spaces for
Listening



Staff: 16
Sessions: 2

Reflect & Act



Staff: 21
Sessions: 3

Bespoke CWE
Interventions



Staff: 273
Sessions: 16

Values
Awareness



Staff: 126
Sessions: 8

Performance
Management
Training



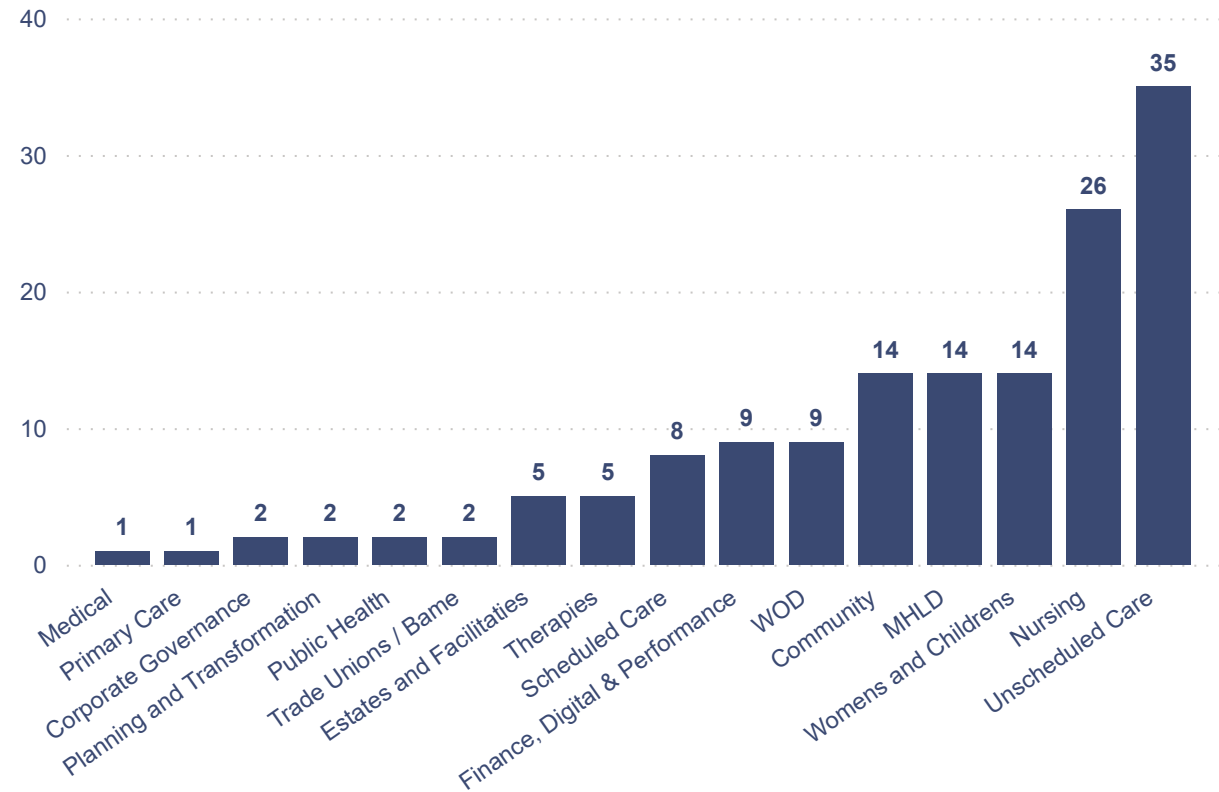
Staff: 325
Sessions: 24

Exit Interviews/
Questionnaires



Questionnaires:
254

People and Organisational Effectiveness Teams Reached



We are embarking on a programme of culture change across Hywel Dda. Our new team of Organisation Development Relationship Managers will work as conduits to link our Workforce & Organisation Development teams and our services.

We will work with our services to create People Culture Plans to really drive the culture change from the ground.

Our focus is to build trusting relationships with our leaders, our staff side and our staff. The way we do this will be critical to its success, we are doing this to make every day have the potential to be a good day in work.

Total Teams
Reached as at
December 2022



149

Doctors	Participants
Peer Mentoring	31
New Consultant Development	17
Medical Leadership Forum	33
SAS Professional Forum	34

Executive Team & Board Development	
Executive Team Residentials	9
Board Development	22
All Wales Chief Executive	15

Leadership Development

Research Nurse Development



Participants: 6

Cohorts: 1

Warwick Behavioural Insights



Participants: 24

Cohorts: 1

