



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisation Development
SWYDDOG ADRODD: REPORTING OFFICER:	Annmarie Thomas, Assistant Director of Workforce (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 relating to the workforce and organisational development (OD) agenda.

This report includes an update on workforce metrics as well as key performance indicators, which provide assurance of delivery against objectives and nationally set targets.

Cefndir / Background

This is the second report presented to PODCC which shares information on workforce metrics as well as some key performance indicators used to drive improved performance. At its meeting held in October 2021, PODCC requested that the "*Performance Update on Strategic Objectives*" SBAR and the "*Workforce Metrics and Key Performance Indicators*" SBAR were combined into one report focusing on workforce performance.

The Directorate is in the process of reviewing all of its strategic objectives to identify primary and secondary measures which have a clear line of sight to the strategic objective. A future version of the report will include a section of key performance indicators for our strategic objectives. We are working in collaboration with the Performance Team who lead on ensuring that measures within the performance assurance report are being aligned to strategic objectives and reported to the relevant lead committee for the strategic objective.

One of our strategic objectives is to develop a dashboard to monitor performance against the following national delivery framework targets:

- Overall staff engagement score – scale score method;
- Agency spend as a % of total pay bill;
- Education and Commissioning template to Health Education & Improvement Wales (HEIW) aligned to Integrated Medium Term Plan (IMTP) submission on an annual basis;

- Data in relation to the Healthcare Support Worker (HCSW) framework on an annual basis and related requirements for funding;
- Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation;
- Percentage of sickness absence rate of staff;
- Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job;
- Qualitative report providing evidence of learning and development in line with the Good Work – Dementia Learning and Development Framework;
- Percentage of headcount by organisation who have had a Performance Appraisal & Development Review (PADR)/medical appraisal in the previous 12 months (excluding doctors and dentists in training);
- Percentage of compliance for staff appointed into new roles where a child barred list check is required;
- Percentage of compliance for staff appointed into new roles where an adult and child barred list check is required;
- Percentage of employed NHS staff completing dementia training at an informed level;
- Variable pay (agency, locum, bank & overtime: monthly position).

This dashboard is in draft and has been circulated to key stakeholders for comment on its content and presentation style. We are confident that we can share this dashboard at the February 2022 PODCC meeting ahead of the March 2022 deadline for delivery. The vision for this report will be to present the performance indicators consistently in the following way:

- Current performance with a commentary to support the quantitative data presented;
- Performance trends;
- Future actions to address any areas where improvement is necessary;
- Increasing use of Statistical Control Charts to improve monitoring of variation and highlight areas which require further investigation.

It is recognised that further work is required to include a comprehensive set of metrics and key performance indicators in one consolidated preferred presentational style which ensures that PODCC is assured in respect of our performance in all areas of the workforce and OD agenda. We are confident that the report presented in February 2022 will also feature the dashboard for the national delivery framework targets and key performance indicators for our strategic objectives. We are also exploring what metrics and performance indicators can be shared for:

- Employee relations activity;
- Occupational Health activity;
- Future workforce activity including work experience, volunteering and apprenticeships;
- OD activity including leadership programmes, coaching activities etc.

Asesiad / Assessment

The following are presented in the attachment:

Section One/Page One – Workforce Profile

- Employee headcount by gender;
- Employee whole time equivalent (WTE) by gender;
- Employee hours (full time or part time) by gender;
- Age and gender profile by headcount;
- Age and gender profile by WTE;

- Headcount by staff group;
- Turnover for the last 12 months with a comparison to NHS Wales performance.

Section Two/Page Two – Recruitment Activity

- Vacancy creation to conditional offer in days compared to target and NHS Wales performance;
- Vacancy creation to unconditional offer in days compared to target and NHS Wales performance;
- Number of adult and child barred lists checks completed and % compliance;
- Medical & dental staff group recruitment key performance indicators;
- Recruitment activity at stages of advert, shortlisting and interviews.

Section Three/Page Three – Job Planning, PADR and Job Evaluation

- Consultants/Staff & Associate Specialist (SAS) Doctors with a current job plan;
- PADR rates with a comparison to the NHS Wales target;
- Job Evaluation activity including number of jobs matched within one month of receipt.

Section Four/Page Four – Sickness Absence

- Sickness absence rates with a comparison to the NHS Wales target;
- Sickness absence % full time equivalent (FTE) and Days Lost Split Long Term & Short Term;
- Sickness absence days lost sorted by top 10 reasons;
- COVID-19 sickness absence and self-isolation/shielding absence (short term and long term episodes).

Section Five/Page Five – Annual Leave balances

- % Annual leave taken versus remaining by staff group;
- % Annual leave taken remaining by Directorate where the remaining balance is above 60%.

Section Six/Page Six – Core Skills Training Framework & other compliance

- Core Skills Training Compliance with a comparison to the NHS Wales target;
- % completion of Welsh Language skills recorded on the electronic staff record (ESR);
- % of staff completing dementia training at Level 1.

Section Seven/Page Seven – Temporary Workforce Utilisation

- Agency spend as a percentage of the total pay bill;
- Temporary workforce utilisation monthly WTE by additional hours at plain time rates, bank, overtime, on-contract and off contract;
- Variable pay expenditure totals by month.

Section Eight/Page Eight – Staff Psychological Well Being Service

- Number of referrals by month;
- % of staff on sickness absence at the time of referral;
- Waiting times in weeks by month;
- CareFirst 24/7 helpline activity.

Section Nine/Page Nine – Starters and Leavers

- Number of leavers sorted by reason for leaving;
- Number of leavers who retire and return by staff group;
- Starters and Leavers by staff group for the previous 12 months.

Argymhelliad / Recommendation

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

- a) Consider the performance NHS Delivery Framework metrics below and advise of any issues arising that need to be escalated to the next Public Board meeting:
 - PADR / medical appraisal;
 - Sickness absence;
 - % core skills and training framework compliance (level 1 competencies);
 - % staff who come into contact with the public who are trained in an appropriate level of dementia care;
 - Consultants/SAS doctors with a job plan;
 - Consultants/SAS doctors with an up to date job plan (reviewed with the last 12 months).
- b) Note the content of the report as assurance of performance in key areas of the Workforce and OD agenda.
- c) Note that the report being prepared for the February 2022 PODCC meeting will include the dashboard to monitor performance against the national delivery framework targets and key performance indicators for our strategic objectives.
- d) Feedback on the usefulness of the content and format of the report and recommend any additional metrics which may be helpful to include.

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 Hywel Dda University Health Board (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 Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

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

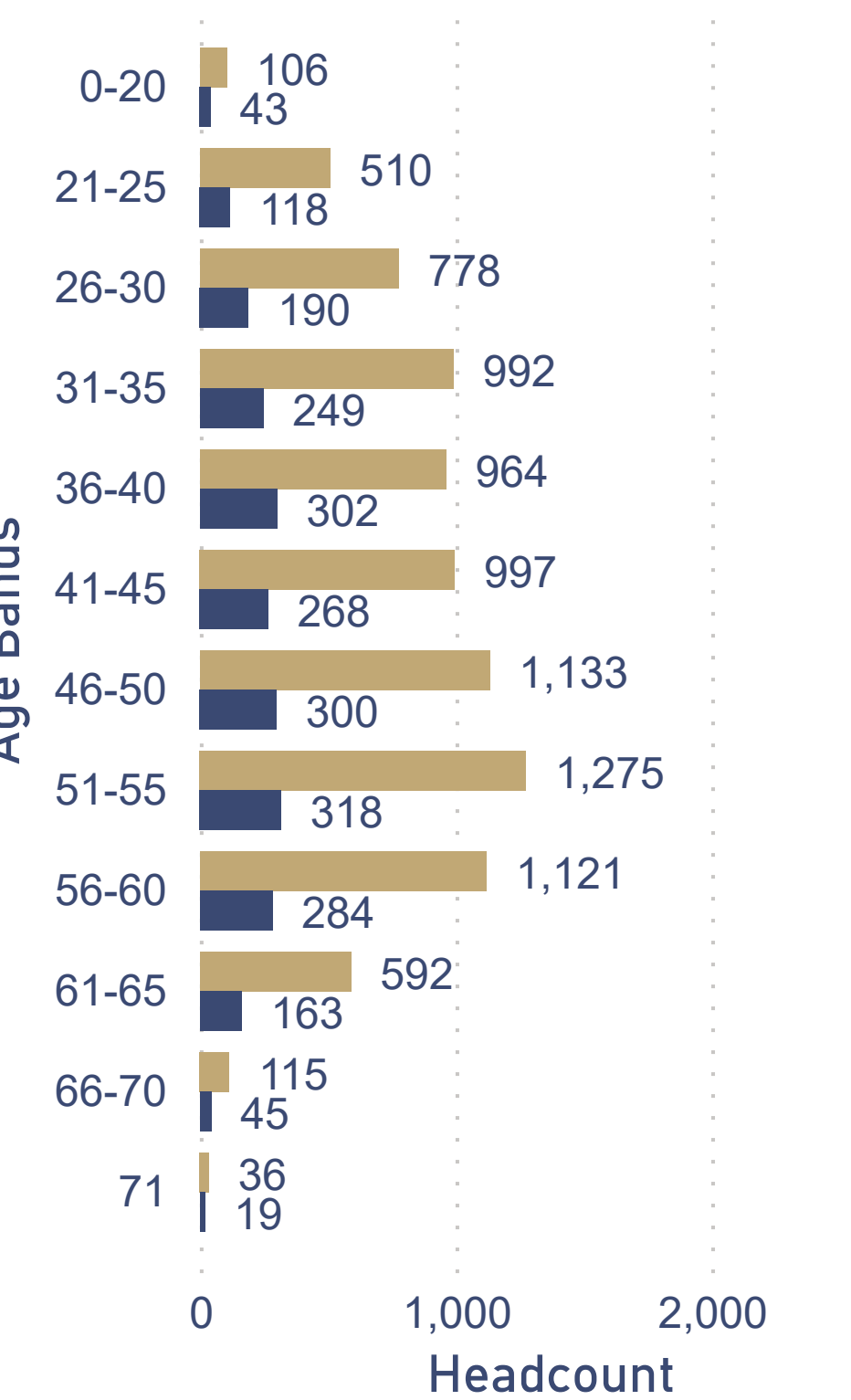
Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable.
Ansawdd / Gofal Claf: Quality / Patient Care:	Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.
Gweithlu: Workforce:	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 October 2021



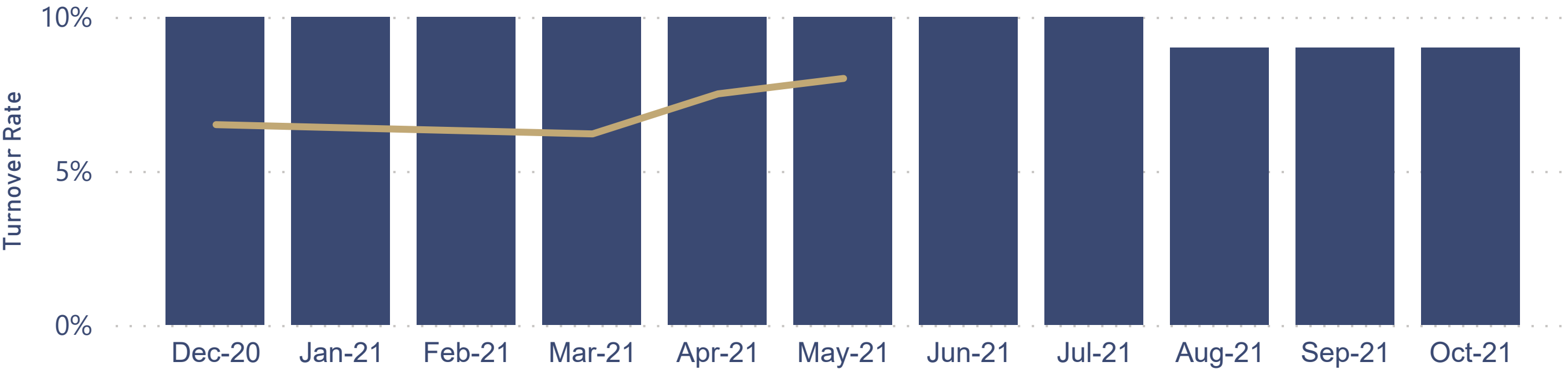
Age and Gender profile by Headcount.

Female Headcount Male Headcount



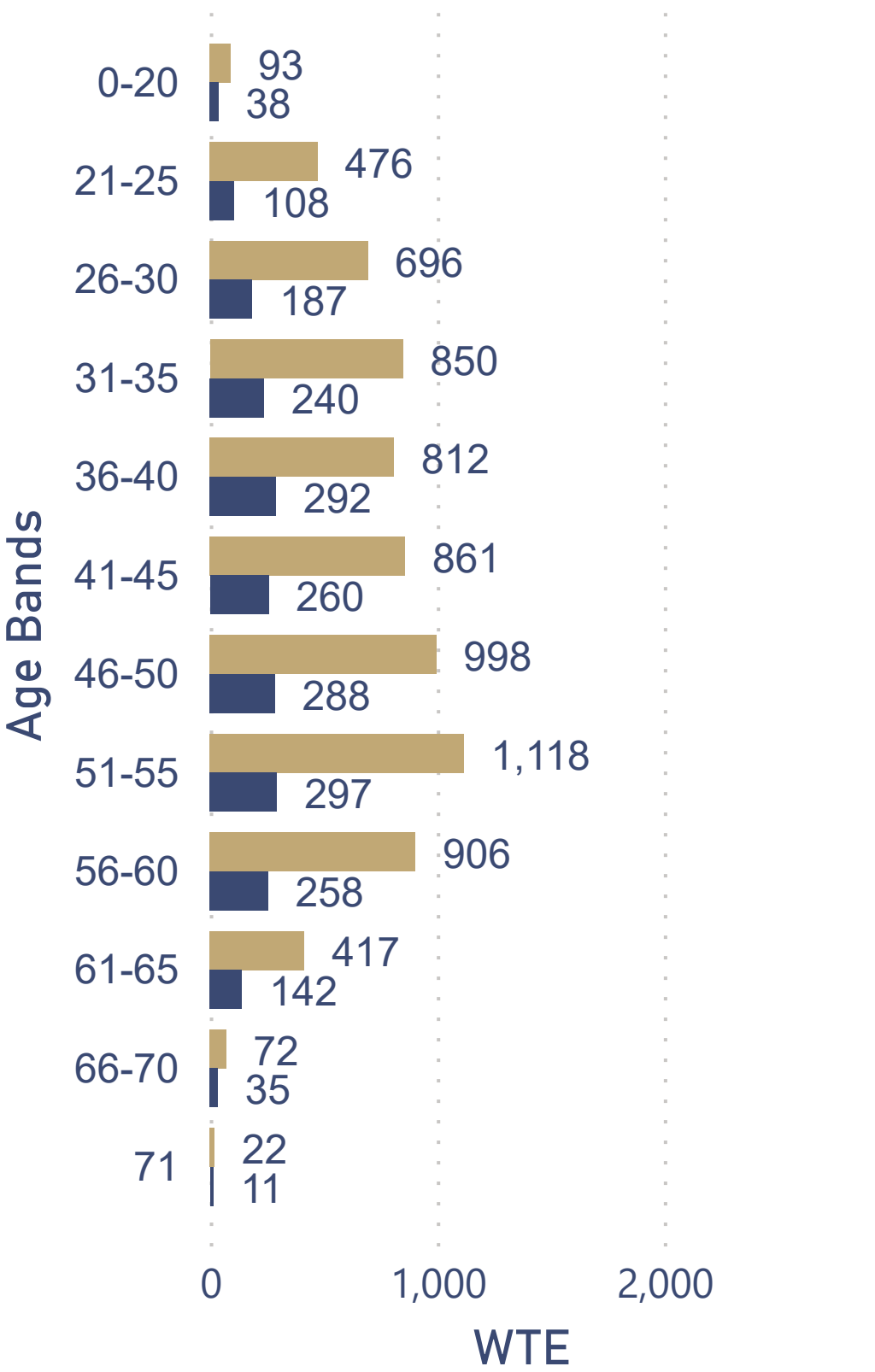
Turnover Rate (12m) by NHS Wales (excluding bank and locum assignments, and junior doctor job roles)

HDUHB Turnover Rate (12m) NHS Wales



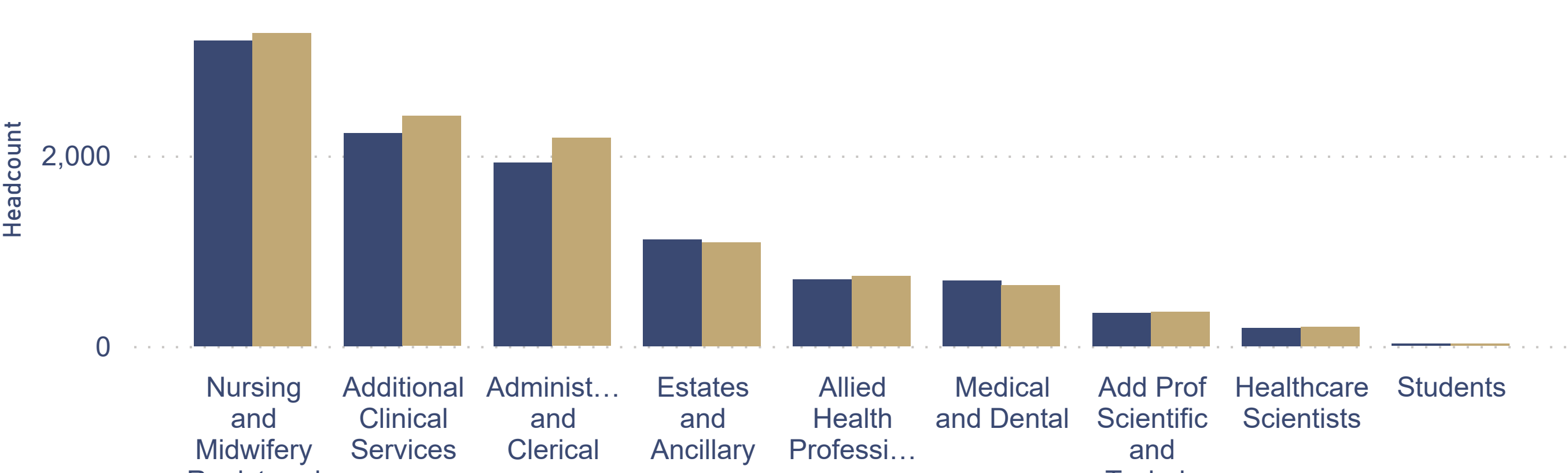
Age and Gender profile by WTE.

Female WTE Male WTE



Headcount by Staff Group

Axis Oct-20 Oct-21



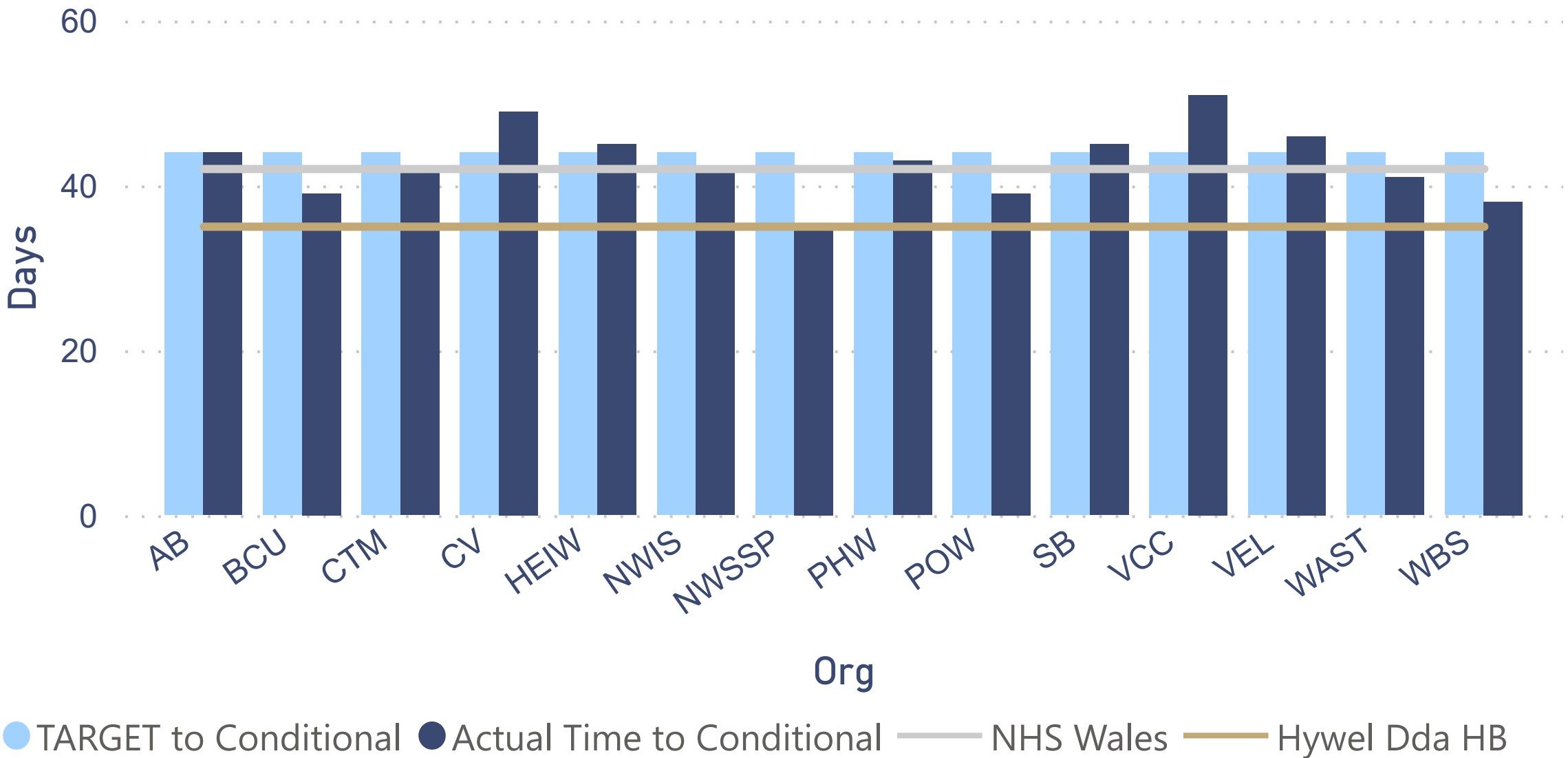
Recruitment Activity as at October 2021



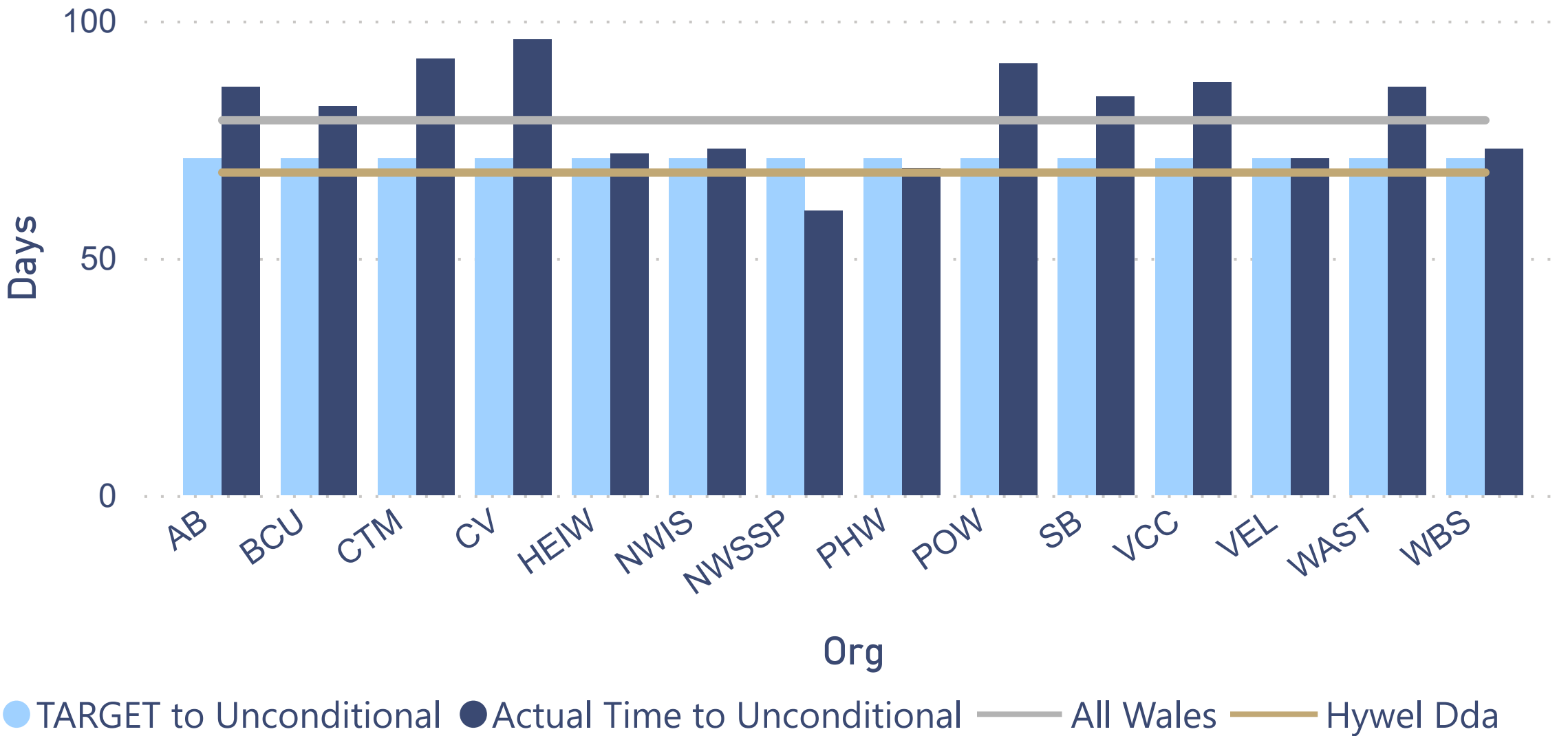
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Vacancy Creation to Conditional Offer



Vacancy Creation to Unconditional Offer



DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
July	119	123	6	100%
August	134	132	8	100%
September	180	181	3	100%
October	151	154	4	100%

Medical Recruitment Key Indicators

Target

- 5 Target Notice to Start
- 10 Target Approve Vacancies
- 44 Target to Conditional
- 3 Target to Shortlist

October 2021 Actual Performance

- 20 Time from Notice to Start
- 5 Time to Approve Vacancies
- 25 Time to Conditional
- 10 Time to Shortlist

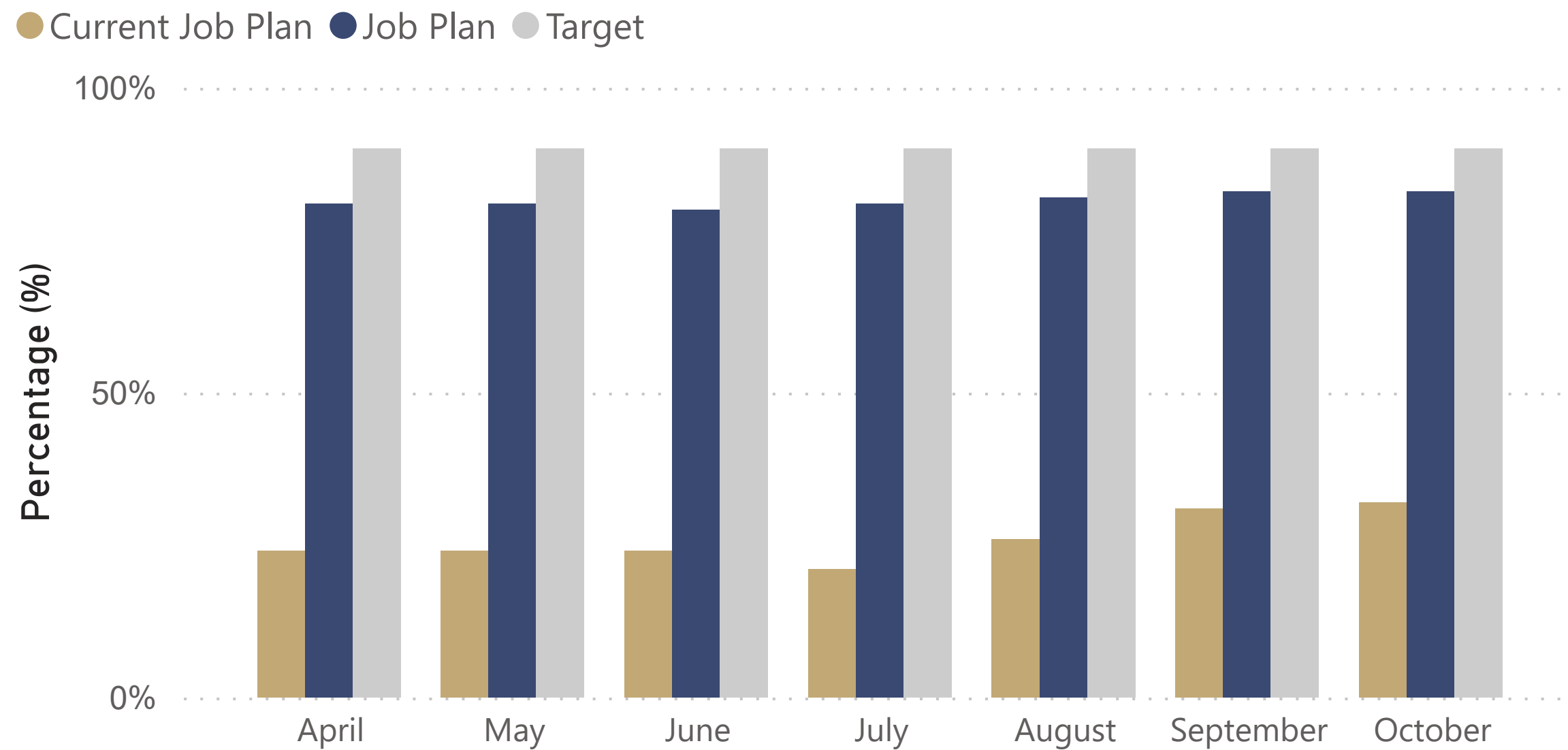
September 2021 Actual Performance

- 7 Time from Notice to Start
- 10 Time to Approve Vacancies
- 31 Time to Conditional
- 8 Time to Shortlist

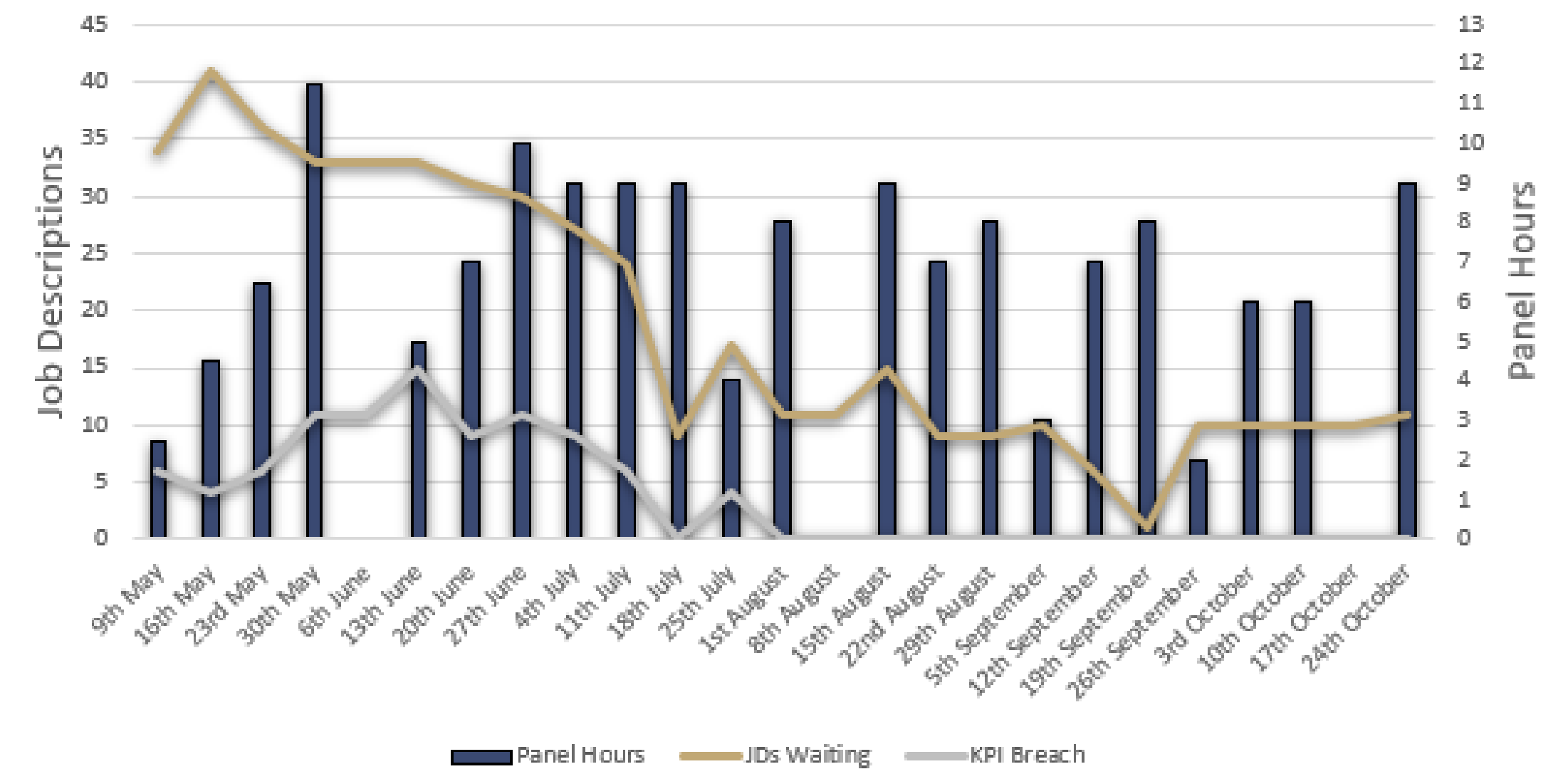
Stages of Recruitment by Staff Group

Sector(s)	Advertising	Interview	Shortlisting	Total
Support Services	3			3
Nursing and Midwifery	119	42	18	179
Health Science Services	8	3		11
Emergency Services Nursing and Midwifery	2	2		4
Allied Health Professions	40	17	4	61
Administrative Services	27	9	3	39
Total	199	73	25	297

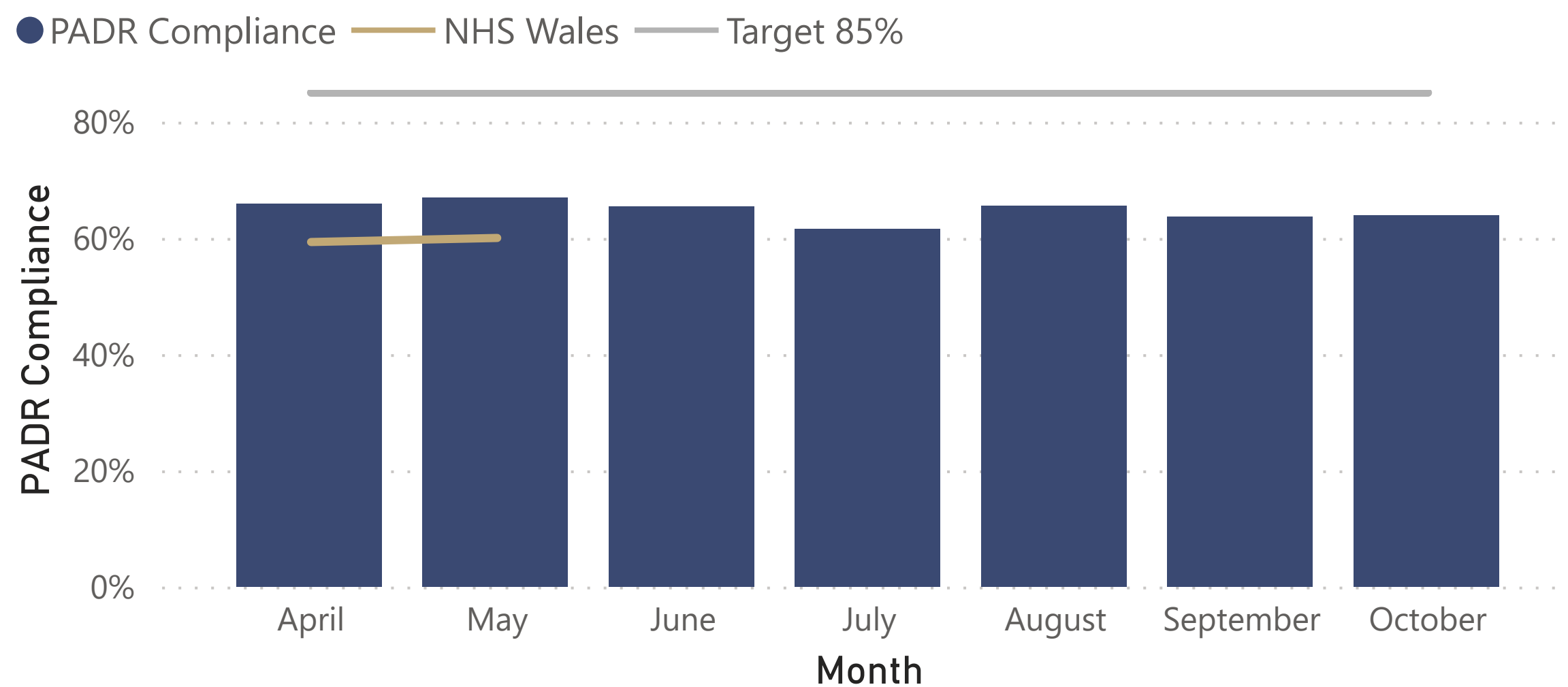
Consultants/SAS doctors with a Job Plan (Current is within 12 Months)



Job Evaluation Performance as at Week Ending 24th October 2021 compared to key indicator of matching within 30 days.

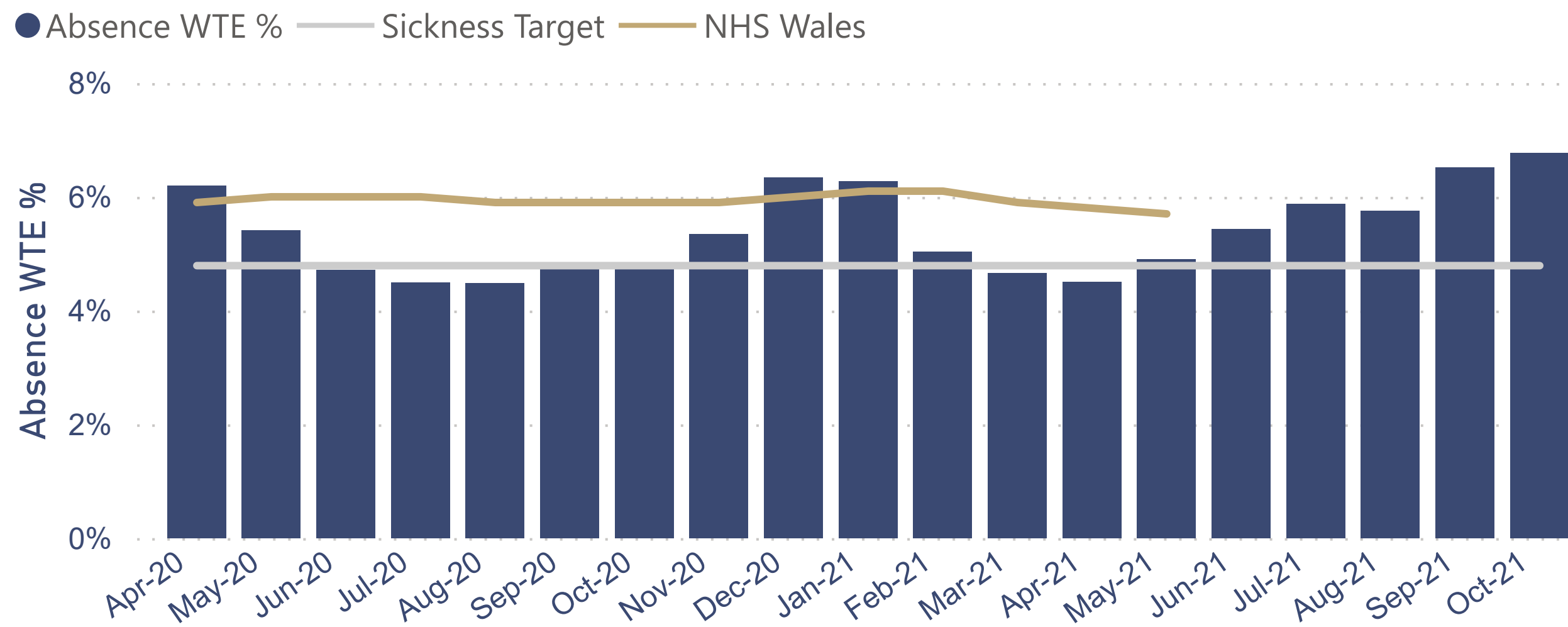


PADR Compliance to NHS Wales Performance and Target of 85%

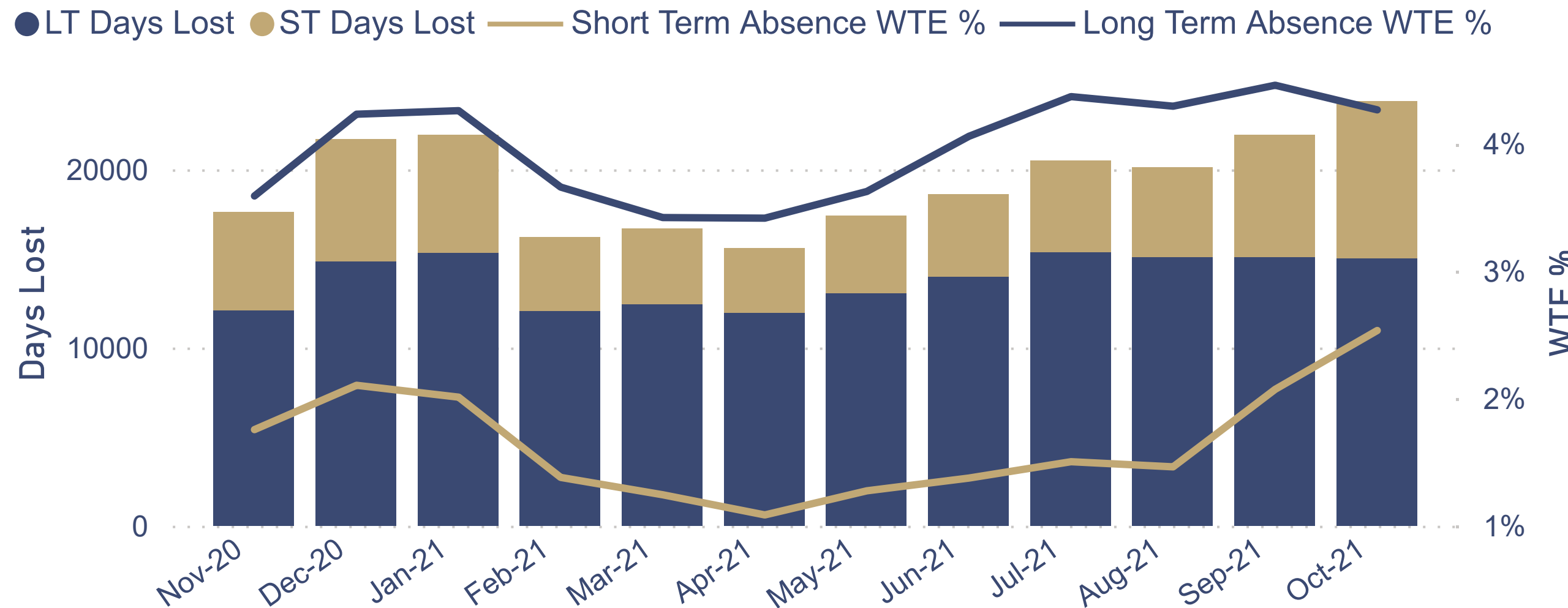


Absence WTE % and Days Lost Trend to October 2021

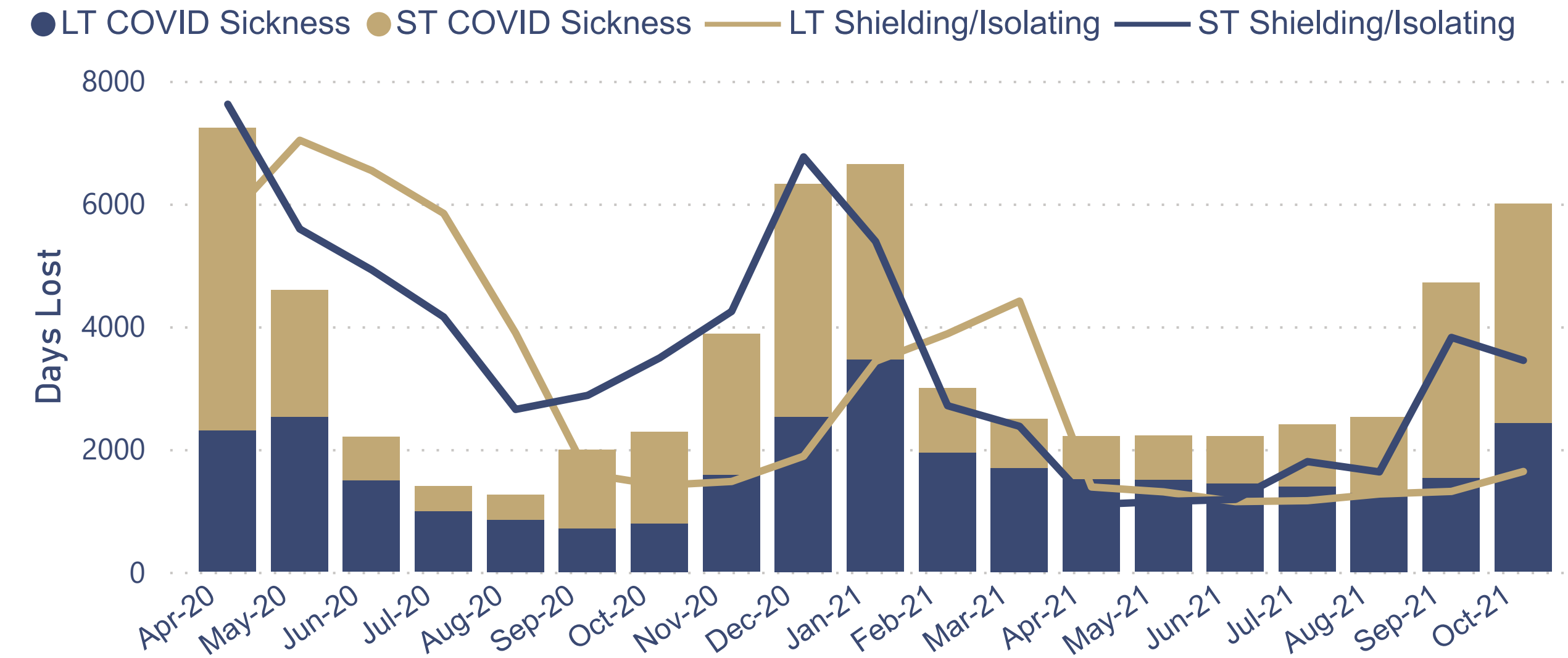
Sickness Absence compared to NHS Wales Performance and Target of 4.79%



Sickness Absence % WTE and Days Lost Split by Long Term (LT) and Short Term (ST)



COVID Sickness & Isolating/Shielding Days lost by Long Term (LT) and Short Term(ST)



Absence Reason	Oct 21	Oct 20	Increase/Decrease	
S10 Anxiety/stress/depression/other psychiatric illnesses	6,120	5,175	↑	945
S13 Cold, Cough, Flu - Influenza	2,608	830	↑	1778
S12 Other musculoskeletal problems	2,091	1,467	↑	624
S15 Chest & respiratory problems	2,049	826	↑	1223
S25 Gastrointestinal problems	1,840	1,172	↑	668
S27 Infectious diseases	1,341	622	↑	719
S98 Other known causes - not elsewhere classified	1,193	722	↑	471
S11 Back Problems	1,015	991	↑	24
S28 Injury, fracture	934	798	↑	136
S16 Headache / migraine	681	502	↑	179

Annual Leave Balances as at October 2021

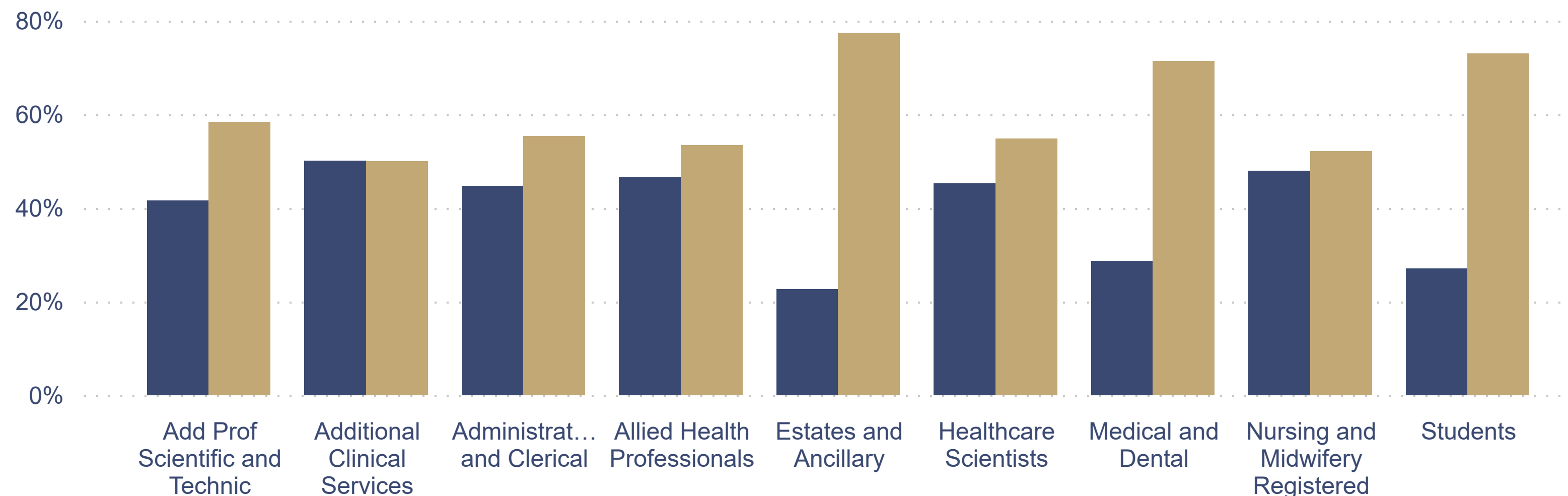


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% Annual Leave Taken vs Remaining by Staff Group.

● % Leave Taken ● % Leave Remaining



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.

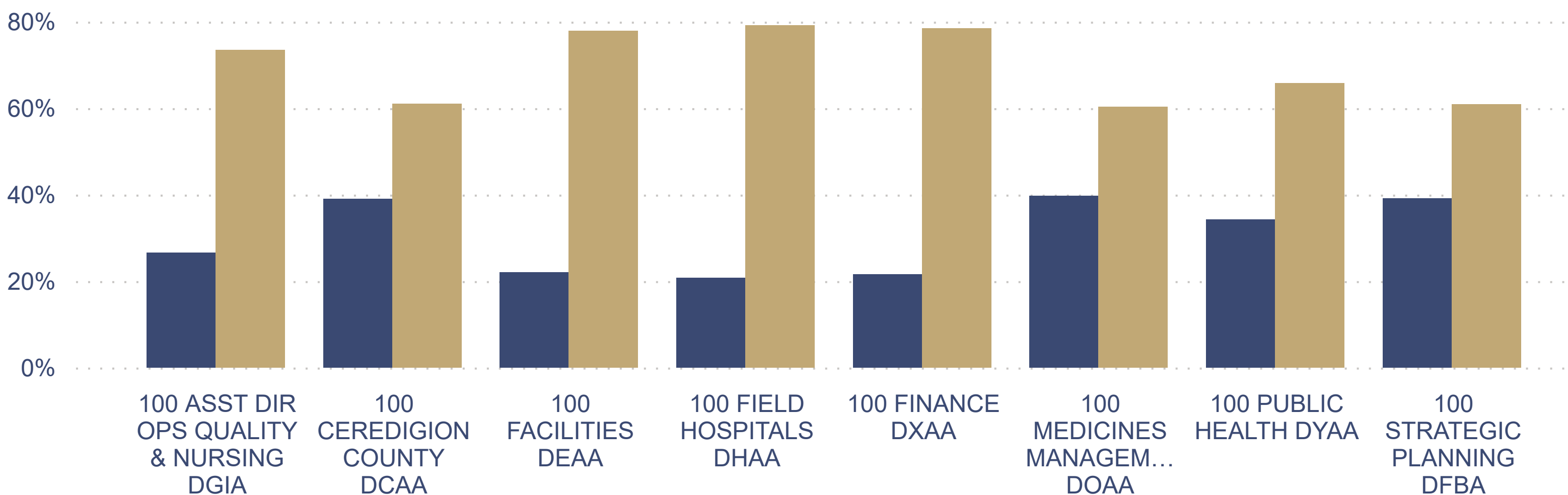
All leave should be recorded using the Electronic Staff Record (ESR) or E-Rosters system as appropriate to the area of work (staff on one of the E-Rostering systems;

Rosterpro or Allocate will have their leave entered into the system by their manager).

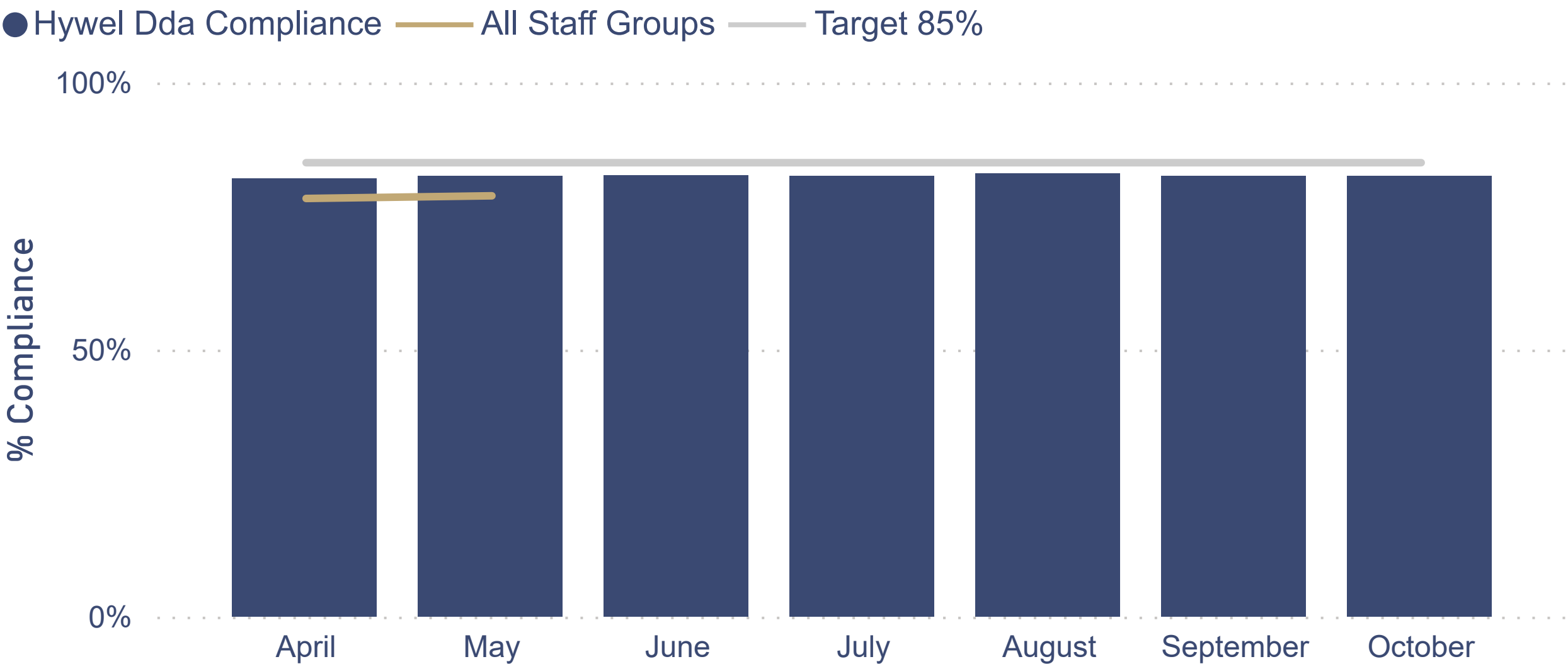
Some staff groups may use other systems e.g Medical and Dental staff use Intrepid and some Facilities staff record manually.

% Annual Leave Taken vs Remaining by Directorate where remaining balance is above 60%

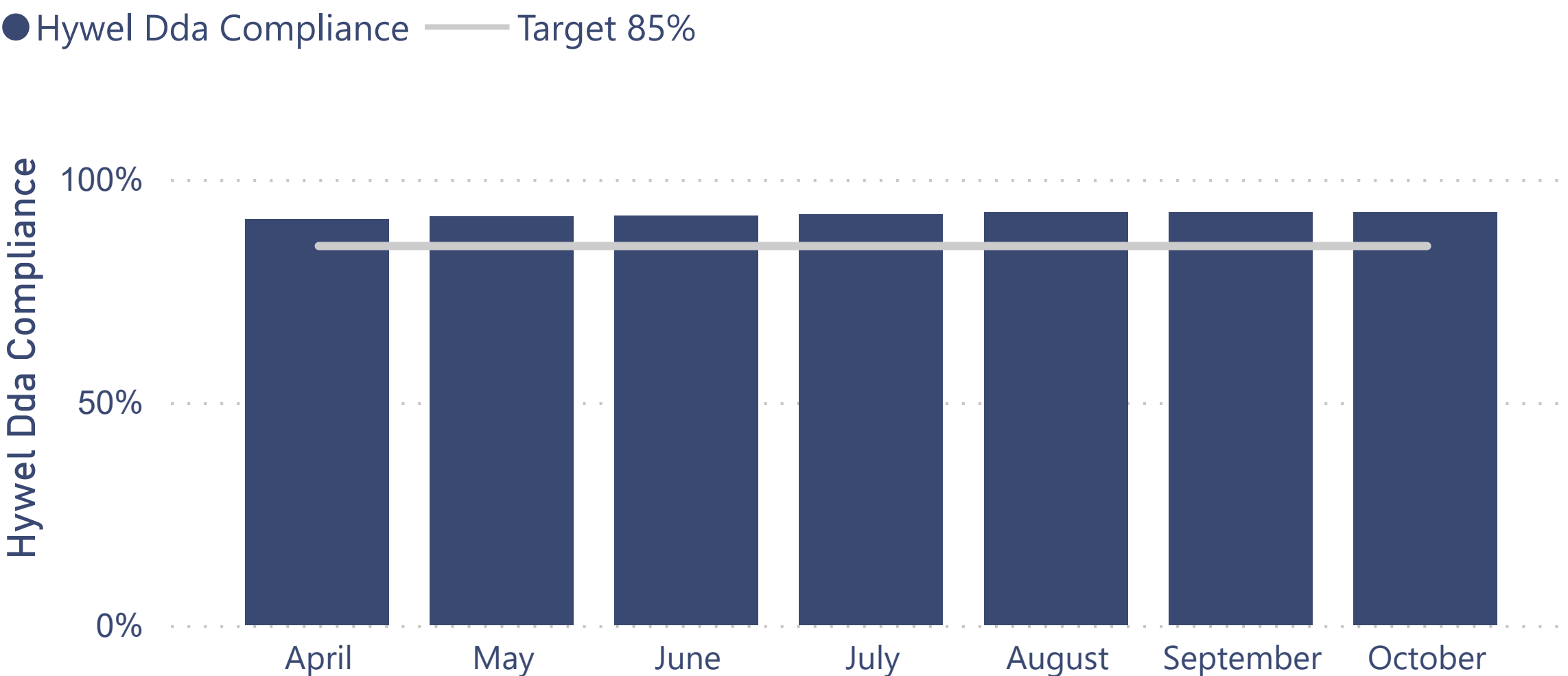
● % Leave Taken ● % Leave Remaining



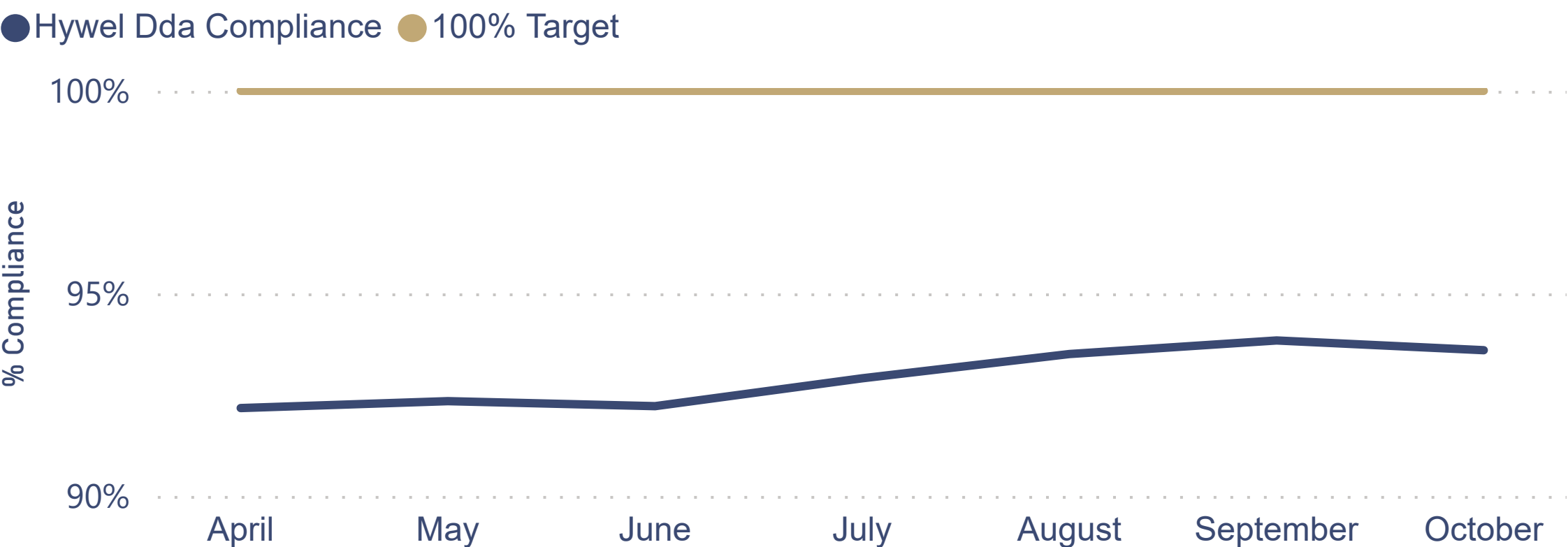
CSTF Compliance compared to NHS Wales Performance and Target of 85%



Percentage of Staff completing Dementia Training at an Informed Level



Hywel Dda Welsh Language Skill recorded on ESR by Month



Temporary Workforce Usage & Spend Month on Month



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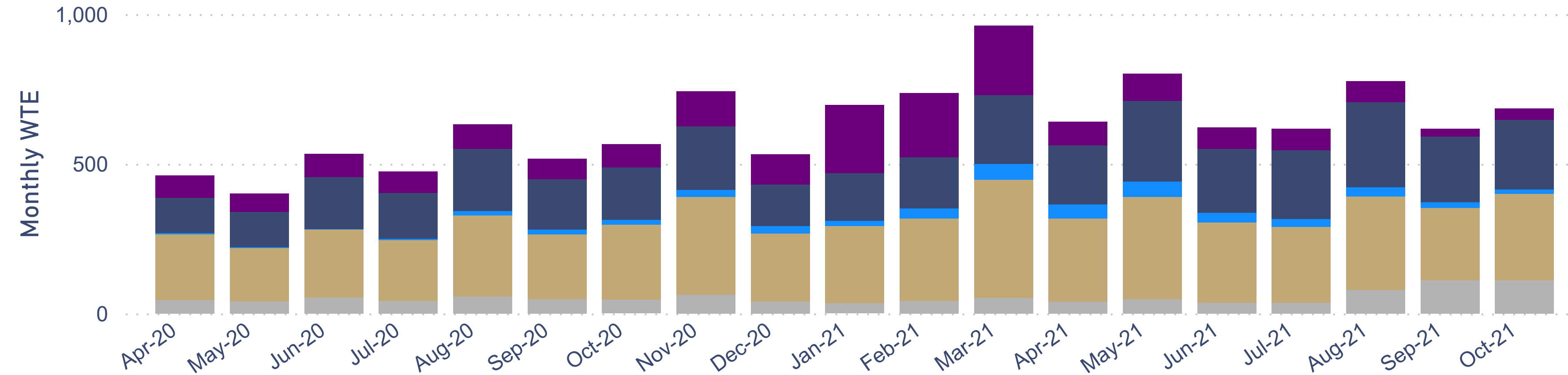
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Agency Spend as a percentage (%) of the total pay bill

Month Name	2020/2021	2021/2022
April	3.36%	6.84%
May	3.19%	7.04%
June	3.45%	7.47%
July	3.89%	7.95%
August	4.58%	7.01%
September	5.07%	6.79%
October	5.84%	8.33%
November	6.23%	
December	6.07%	
January	6.92%	
February	3.98%	
March	3.12%	

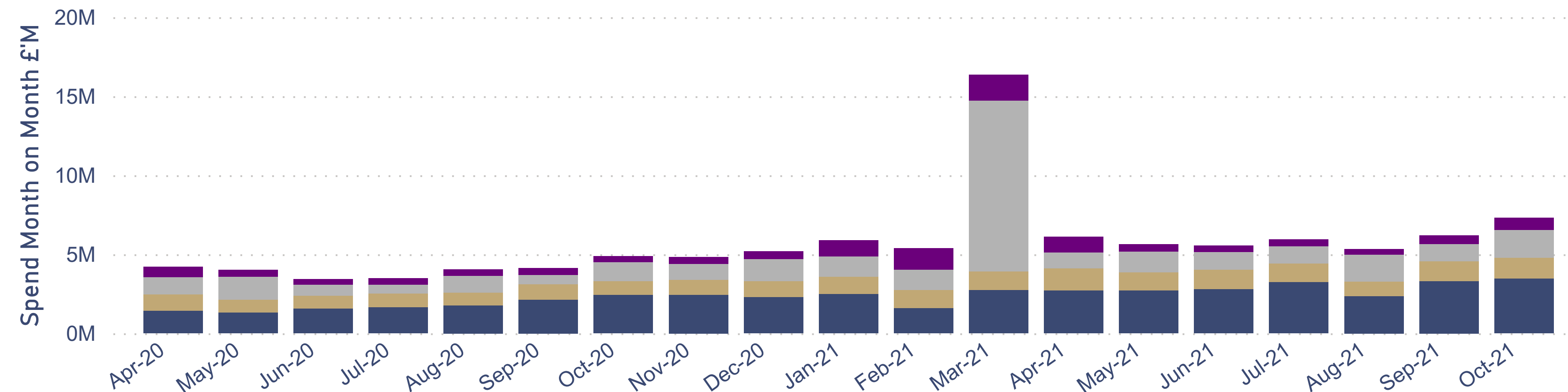
Temporary Workforce Utilisation

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



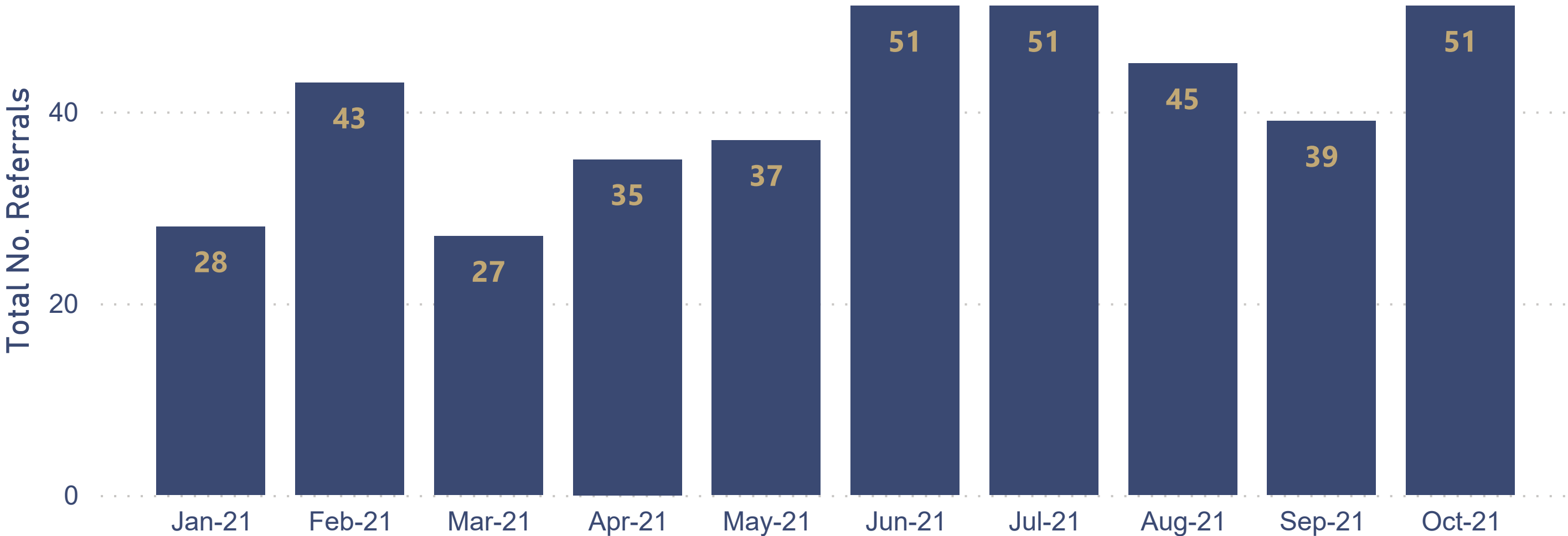
Variable Pay Month on Month

● Sum of Agency ● Sum of Bank ● Sum of Locum ● Sum of Overtime

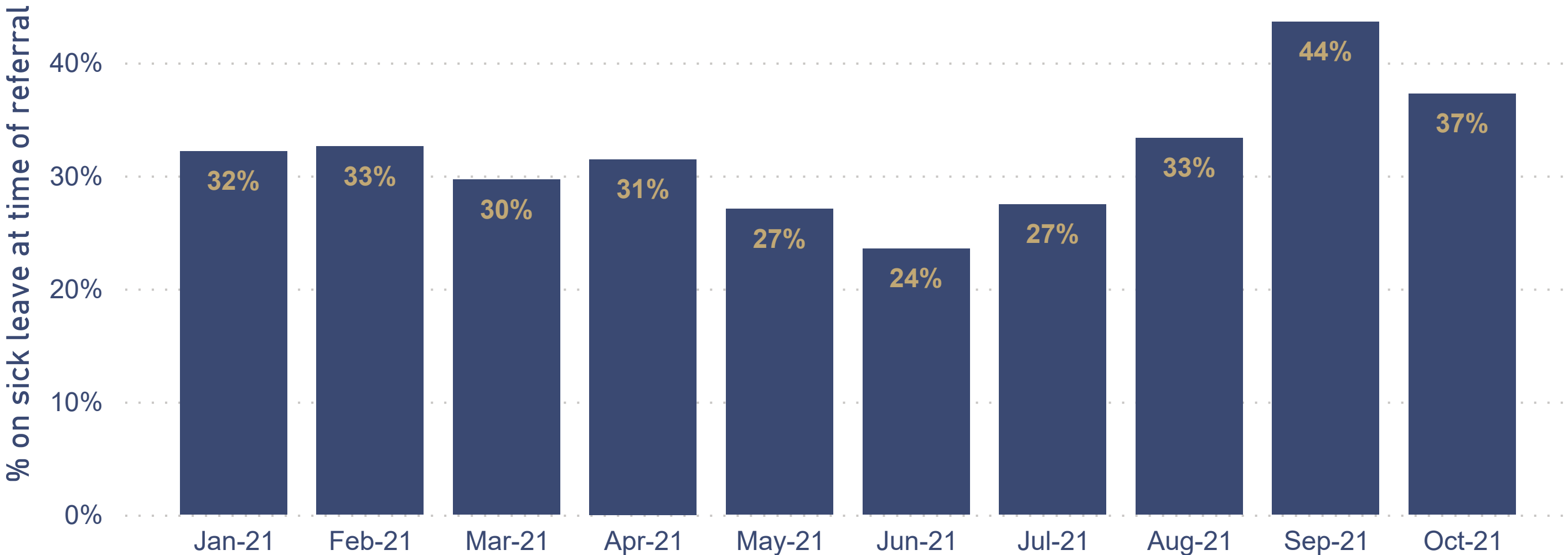




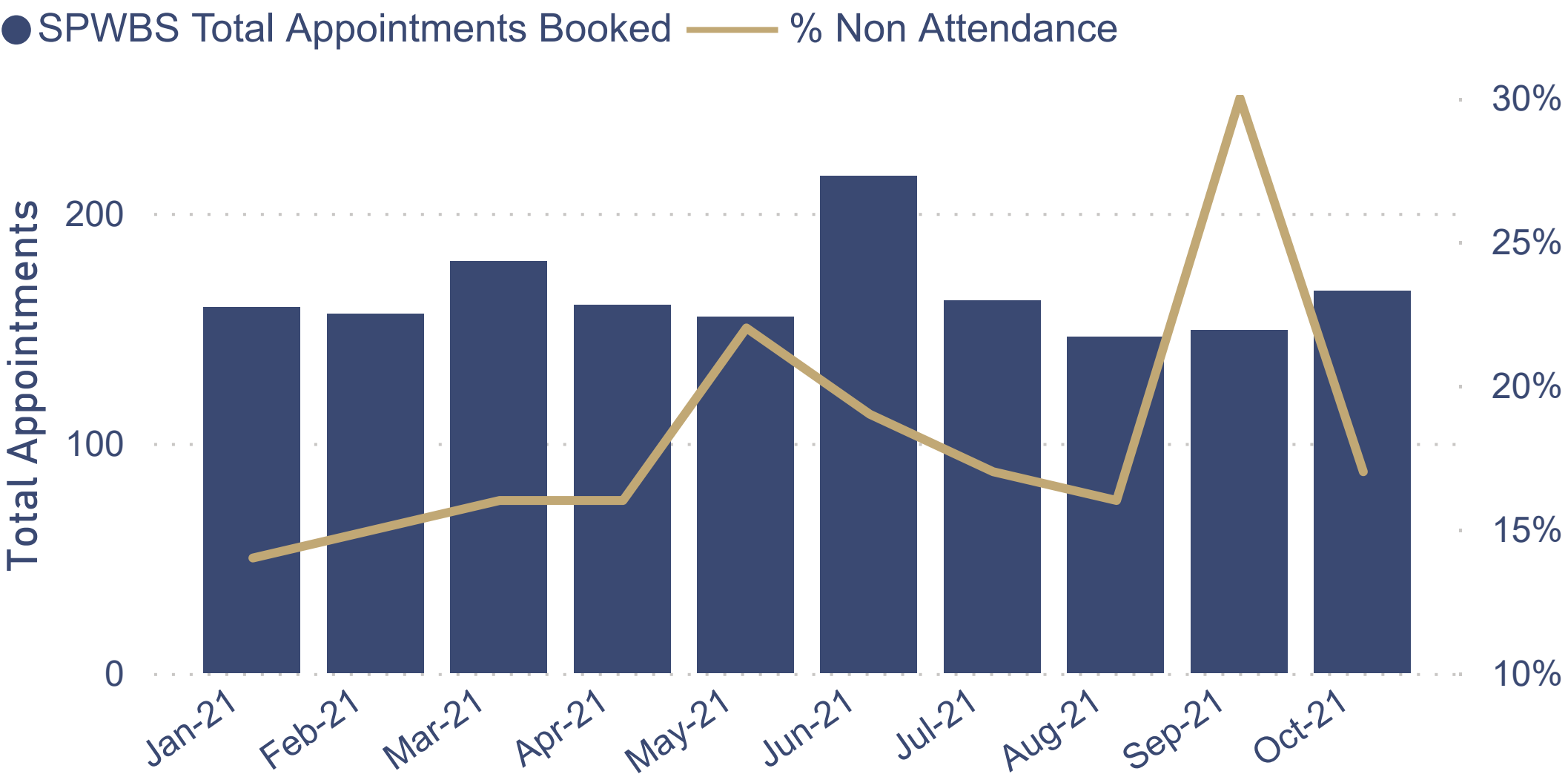
Total No. Referrals



% on sick leave at time of referral



Total No. Referrals



Waiting Time (Weeks)

Month Name	2020/ 2021	2021/ 2022
April		<1
May		2.5
June		2
July		2
August		3
September		3
October		2.5
January	<1	
February	<1	
March	<1	

Care First Appointments (Data sent Quarterly)

Month Name	2020/ 2021	2021/ 2022
April		2
May		2
June		3
July		7
August		4
September		3
January	0	
February	0	
March	0	

Starters and Leavers November 2020 to October 2021

Leaving Reason	Leavers Headcount
Retirement Age	279
Voluntary Resignation - Other/Not Known	227
Voluntary Resignation - Relocation	104
Voluntary Resignation - Work Life Balance	80
End of Fixed Term Contract	54
Voluntary Resignation - Health	32
Voluntary Early Retirement - with Actuarial Reduction	29
Retirement - Ill Health	27
Voluntary Resignation - Promotion	22
Voluntary Resignation - To undertake further education or training	16

Of the above leavers who have noted one of the following 3 reasons for leaving:
 Retirement Age, Voluntary Early Retirement - with Actuarial Reduction or Voluntary Early Retirement - no Actuarial Reduction
 The table below show the number of these leavers who have returned to employment within Hywel Dda.

Retire & Return

Left & Returned	Starters Headcount
Nursing and Midwifery Registered	56
Administrative and Clerical	22
Additional Clinical Services	15
Estates and Ancillary	14
Allied Health Professionals	9
Medical and Dental	7
Healthcare Scientists	3
Add Prof Scientific and Technic	1

Starters and Leavers Headcount by Staff Group (for the 12 month period to Oct 2021)

