



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 October 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Workforce Metrics and Key Performance Indicators
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisation Development (OD)
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 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.

This initial report is presented to stimulate discussion on what metrics and key performance indicators may be useful to share, in what format and frequency.

Cefndir / Background

This is the first report presented to PODCC which shares information on workforce metrics as well as some key performance indicators used to drive improved performance.

It is recognised that further work is required to include a comprehensive set of metrics and key performance indicators which ensure that PODCC is assured in respect of performance in all areas of the workforce and OD agenda.

The vision for future reports will be to present the performance indicators in the following way:

- Current performance with a commentary to support the quantitative data presented;
- 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.

The Workforce & OD Directorate is in the process of reviewing all ascribed 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 key performance indicators for our strategic objectives. In addition to this, we will explore what information we can present in relation to others aspects of the Workforce and OD agenda, for example:

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

A separate dashboard is under development to provide assurance of delivery against plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce over the next three years. We will ensure that there is no duplication of effort in approach to the production and presentation of the metrics as our vision for sharing these with PODCC is evolving.

Asesiad / Assessment

The following metrics have been presented in this report:

- Employee headcount by gender (metric 1);
- Employee whole time equivalent (WTE) by gender (metric 2);
- Age profile by headcount (metric 3a);
- Age profile by WTE (metric 3b);
- Headcount by staff group (metric 4);
- Welsh language skills % recorded on the electronic staff record (ESR) (metric 5);
- Number of vacancies being managed in the recruitment pathway (metric 6);
- Sickness absence % full time equivalent (FTE) and days lost split long term & short term (metric 7);
- Sickness absence days lost sorted by top 10 reasons (metric 8);
- Annual leave taken and booked versus remaining balances by staff group (metric 9);
- Annual leave taken and booked versus remaining balances by directorate (metric 10);
- % Headcount full time and part time working hours by gender (metric 11);
- % WTE full time and part time working hours by gender (metric 12).

The following key performance indicators have been presented in this report:

- Turnover for the last 12 months with a comparison to NHS Wales performance (indicator 1);
- Recruitment vacancy creation to unconditional offer with a comparison to the NHS Wales target (indicator 2);
- Recruitment vacancy creation to conditional offer with a comparison to the NHS Wales target (indicator 2);
- Time taken to shortlist with a comparison to the NHS Wales target (indicator 2);
- Job Evaluation activity including number of jobs matched within one month of receipt (indicator 3)
- Sickness absence rates with a comparison to the NHS Wales target (indicator 4)
- Performance Development Appraisal Review (PADR) rates with a comparison to the NHS Wales target (indicator 5);
- Core Skills training rates with a comparison to the NHS Wales target (indicator 6).

Argymhelliad / Recommendation

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

- a) Note the content of the report as assurance of performance in key areas of the Workforce and OD agenda.
- b) Provide feedback on the usefulness of the content and format of the report and recommend any additional metrics which may be useful to include.

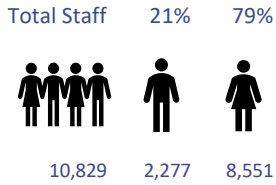
Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, 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 Termiau: Glossary of Terms:	Contained 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.

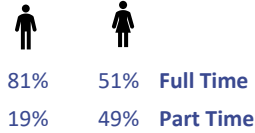
Gweithlu: Workforce:	All metrics and performance indicators contained in the report have direct relevance to the workforce agenda.
Risg: Risk:	Not applicable.
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	All data presented is anonymous.
Cydraddoldeb: Equality:	Not applicable.

Headcount
Metric 1

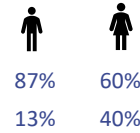


Headcount and WTE information as at 31 August 2021
excluding Bank.

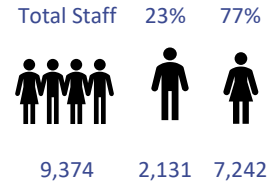
Metric 11



Metric 12

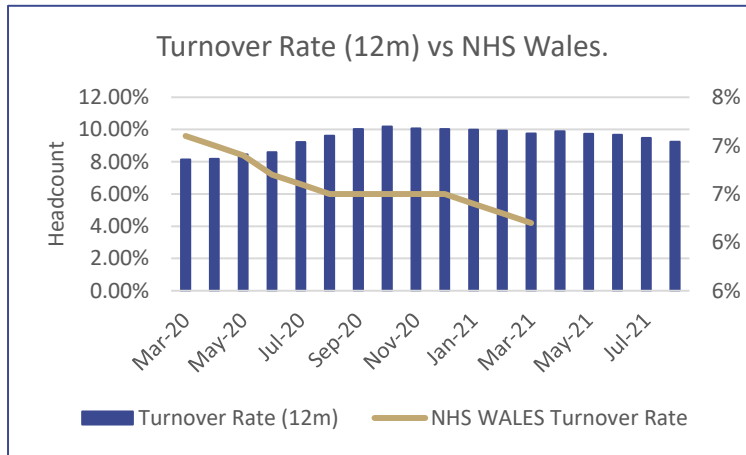
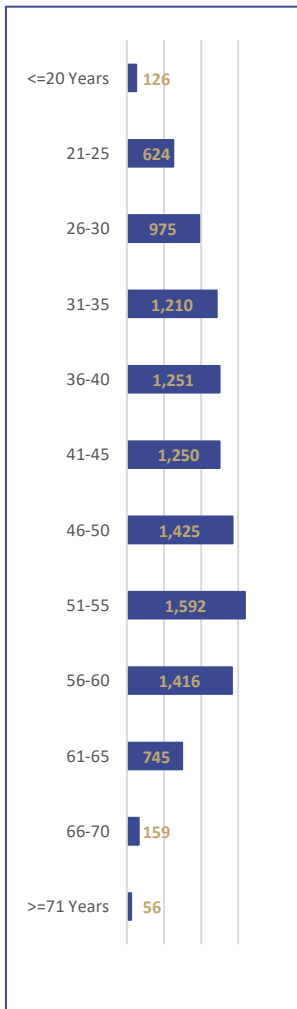


WTE
Metric 2

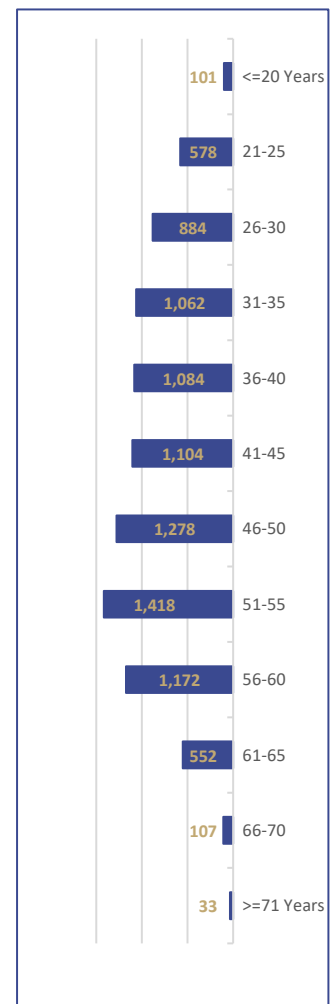


Indicator 1

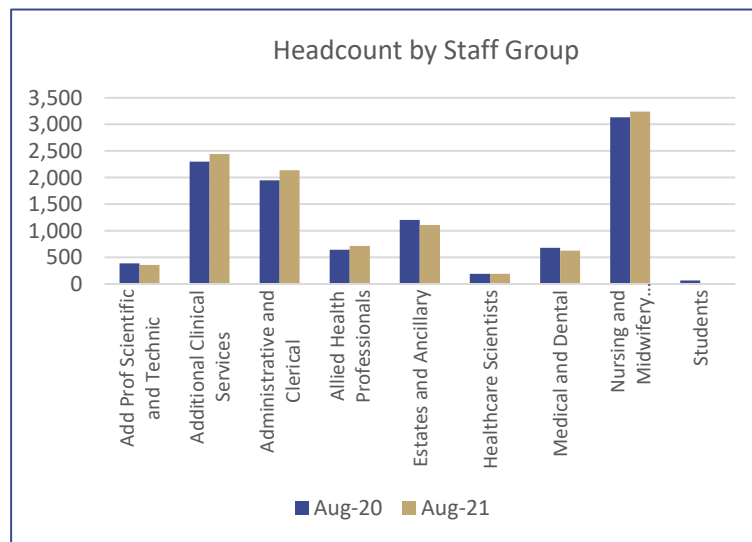
Metric 3.a



Metric 3.b



Metric 4



Metric 5

Welsh Language Skills Recorded on ESR				
Month	Apr-20	Aug-20	Apr-21	Aug-21
% Recorded	93%	93%	92%	94%

Recruitment Key Performance Indicators (KPIs)

Indicator 2

Measure	Days		
	August 2021	Target	
Vacancy Creation to Unconditional Offer	55	71	😊
Vacancy Creation to Conditional Offer	30	44	😊
Shortlisting	1.9	3	😊

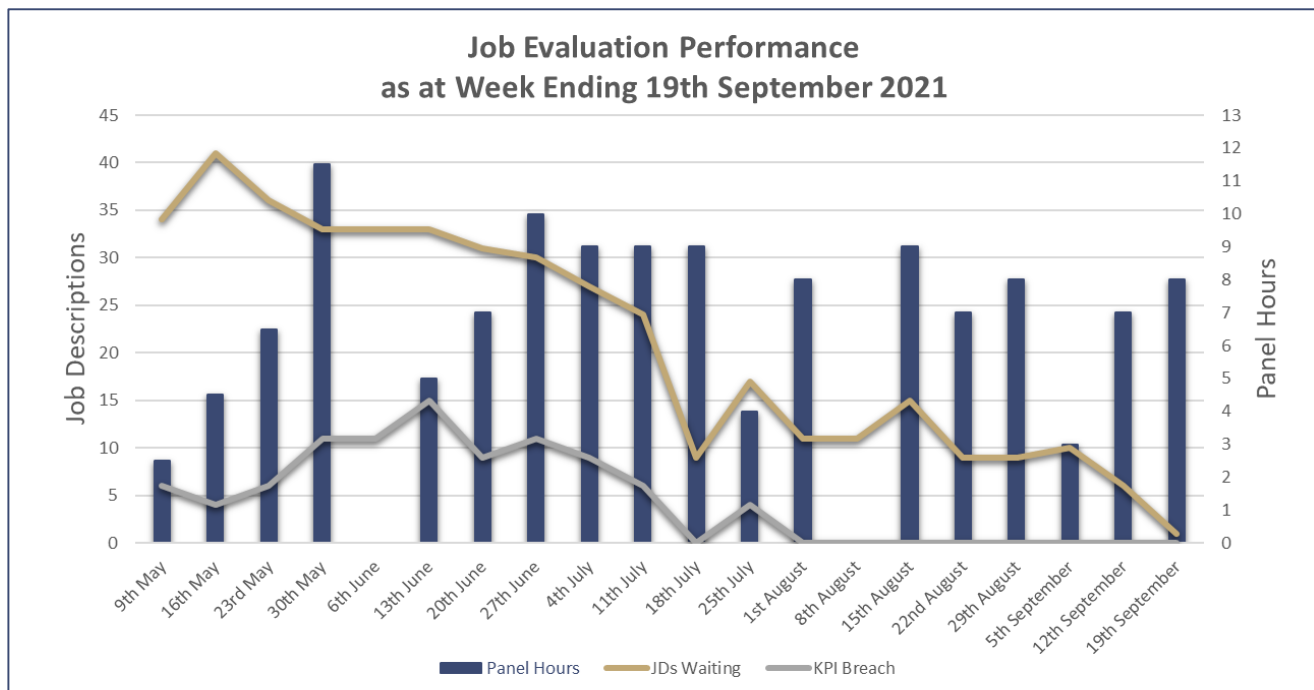
For Nursing & Midwifery staff group the performance is 39 days - Fastest time ever for the Health Board and the best performance in Wales

All Vacancies being actively recruited at various stages of the recruitment pathway
At 31st August 2021.

Metric 6

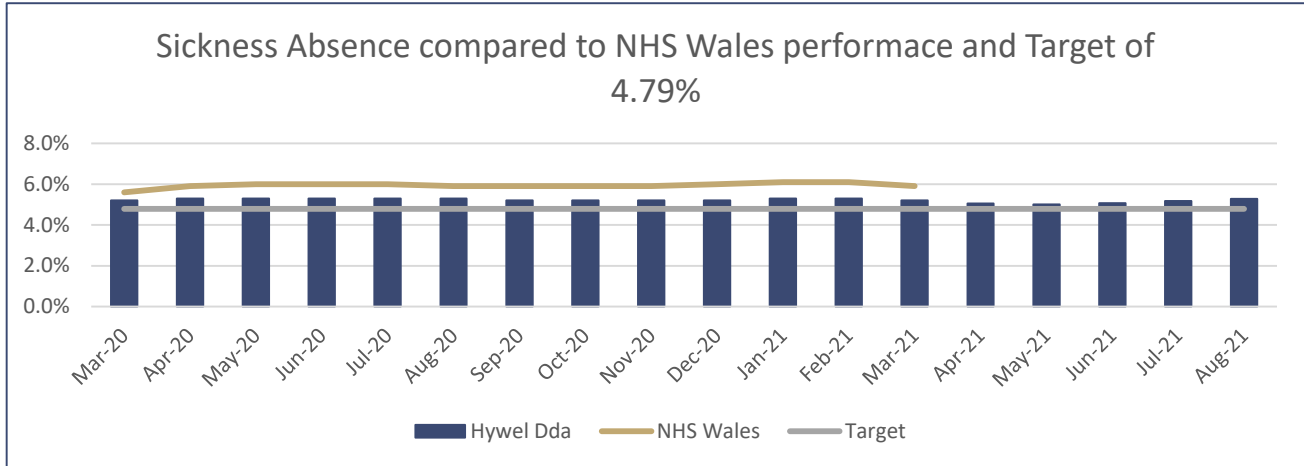
Row Labels	Interview	Longlisting	Shortlisting	Grand Total
Additional Clinical Services	16.44	21.89	2	40.33
Additional Professional Scientific and Technical	5	14.2		19.2
Administrative and Clerical	20.27	25.43	10	55.7
Allied Health Professionals	7.51	35.4		42.91
Estates and Ancillary	0.8	3.8		4.6
Healthcare Scientists		3		3
Medical and Dental	10	34.35	9.4	53.75
Nursing and Midwifery Registered	77.56	130.58	46.23	254.37
Grand Total	137.58	268.65	67.63	473.86

Indicator 3

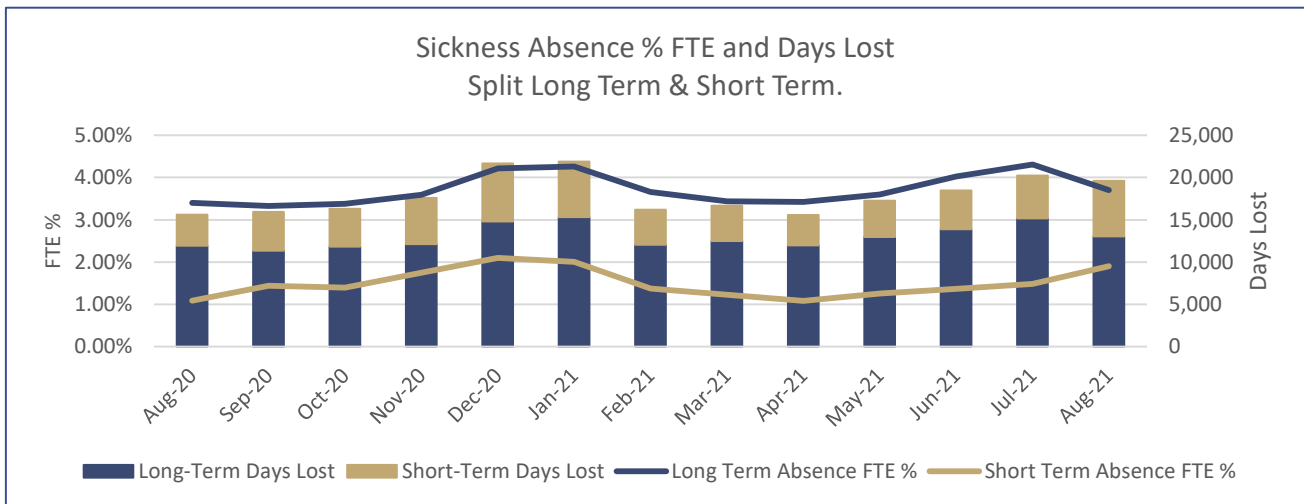




Indicator 4



Metric 7



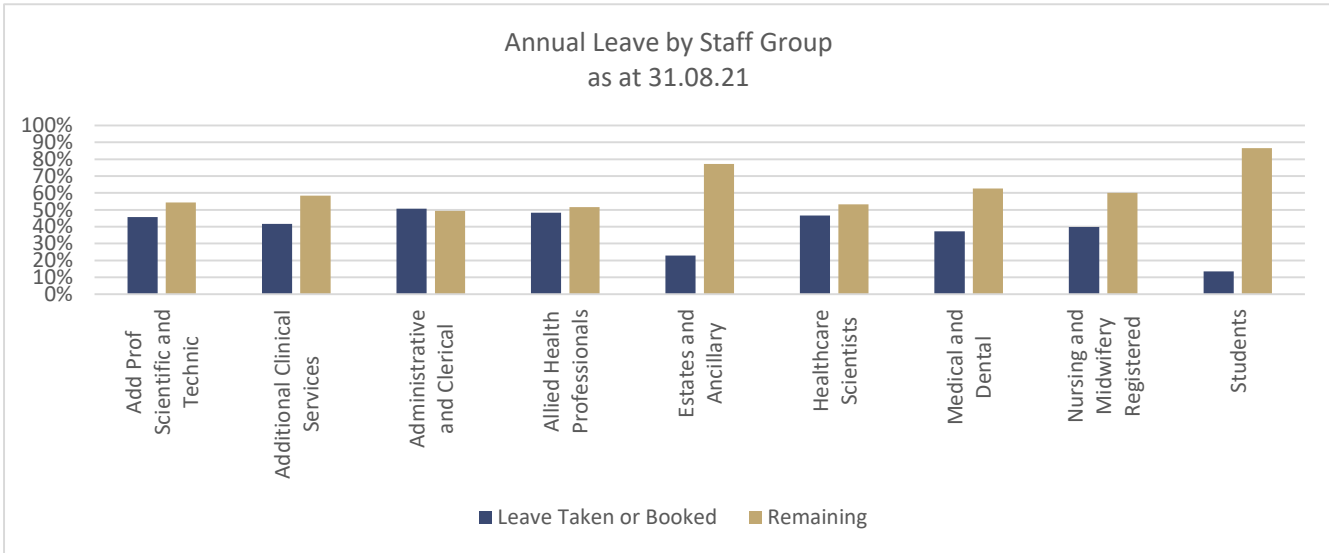
Metric 8

Days Lost by Reasons August 2021 (Top 10) Compared to July 2021 and the same period last year.			
Absence Reason	Aug-21	Jul-21	Aug-20
	Days Lost	Days Lost	Days Lost
S10 Anxiety/stress/depression/other psychiatric illnesses	5718	5773	5958
S12 Other musculoskeletal problems	2181	2629	1501
S25 Gastrointestinal problems	1476	1390	968
S15 Chest & respiratory problems	1124	1125	710
S11 Back Problems	1078	1156	1048
S28 Injury, fracture	1027	1307	639
S98 Other known causes - not elsewhere classified	962	992	783
S17 Benign and malignant tumours, cancers	727	802	381
S27 Infectious diseases	652	609	266
S26 Genitourinary & gynaecological disorders	615	565	417

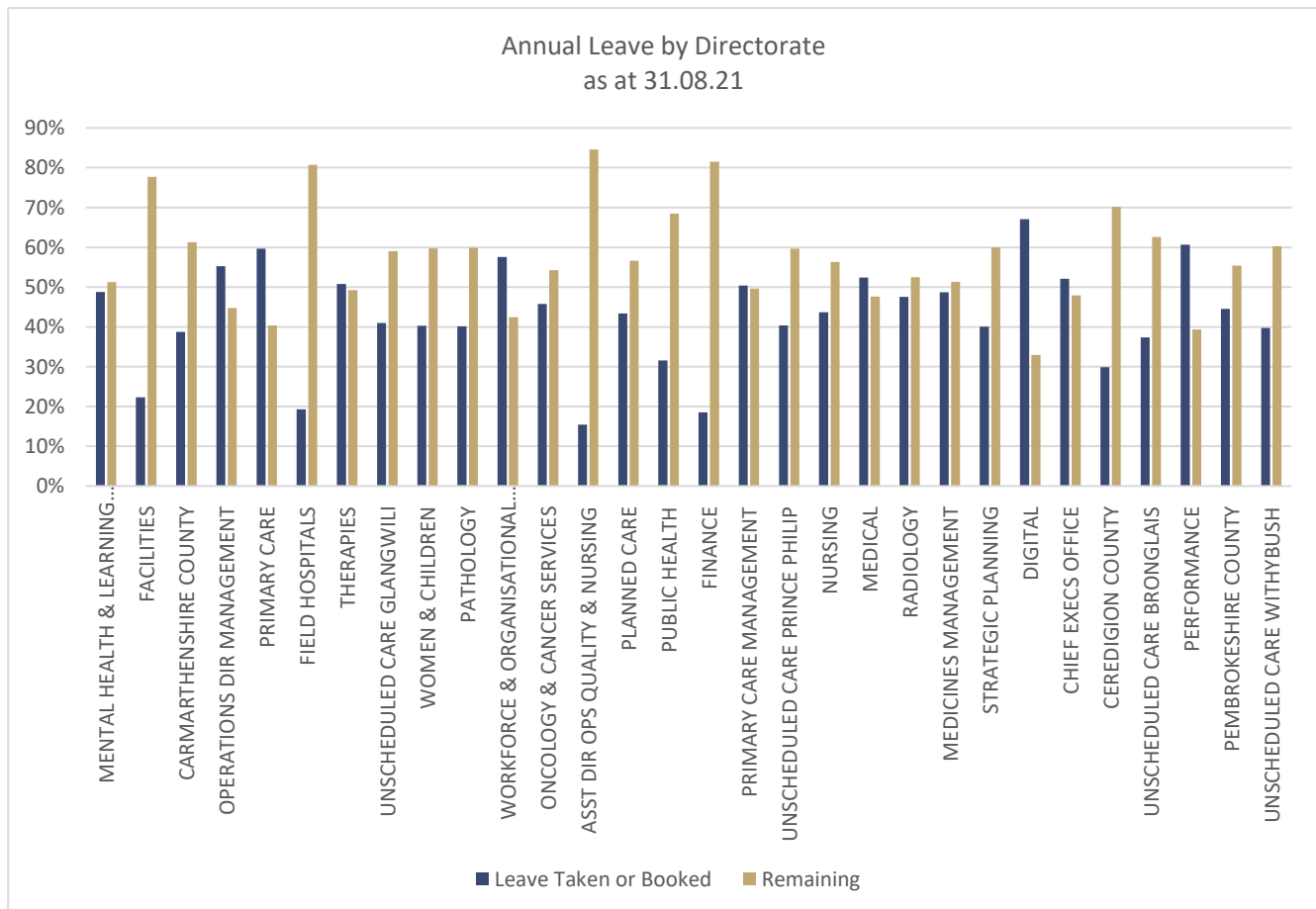
Annual Leave Taken or booked vs remaining balances as at 31st August 2021
(Month 5 of 12).

Please note this information is taken from ESR and as such may not be fully representative of areas that utilise other systems for recording leave e.g. Medical & Dental staff using Intrepid and other directorates not using the full functionality of ESR.

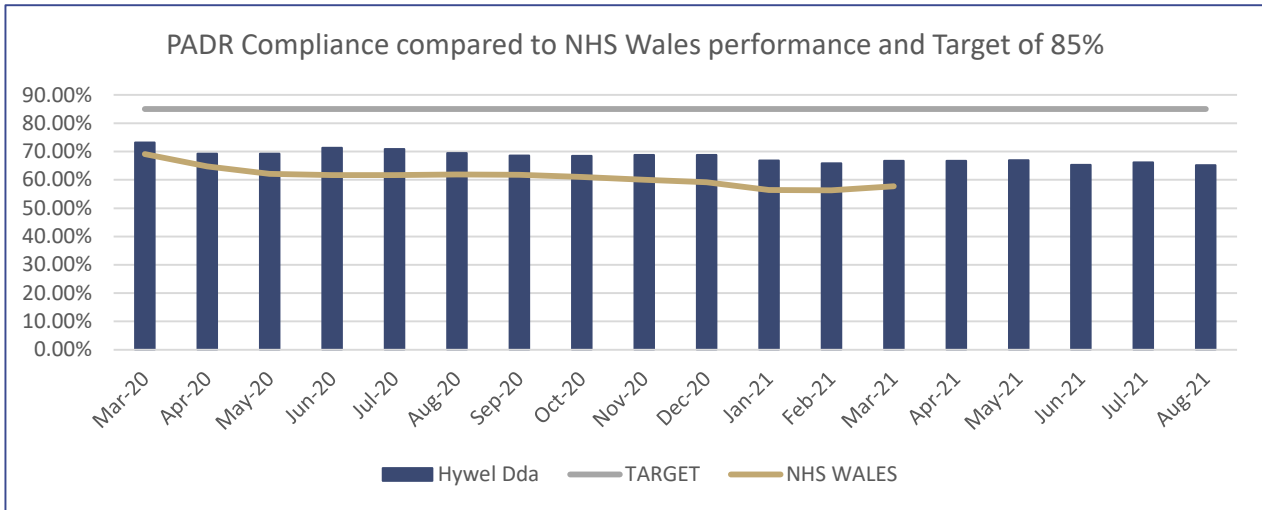
Metric 9



Metric 10



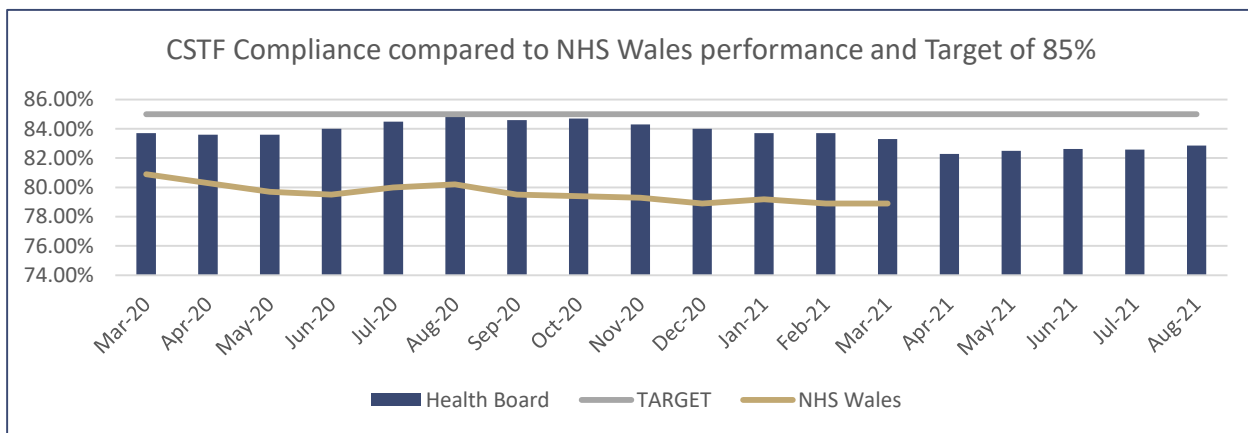
Indicator 5



10 Core Skills Training Framework (CSTF) Competencies as benchmarked across NHS Wales.

This does not include Dementia Awareness and Violence Against Women, Domestic Abuse and Sexual Violence

Indicator 6



The lowest compliance is Fire Safety, Information Governance and Moving & Handling; all of which have a 2 year renewal.