



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	03 February 2022
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:	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 around 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 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 2021.

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 over recent months in reports presented to PODCC in October and December 2021. 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 and leavers.
- Employee relations.
- Recruitment.
- Job Evaluation.
- Performance, Appraisal and Development Review (PADR), Job Planning and Overall Staff Engagement.
- Sickness absence.
- Occupational Health activity.
- Staff Psychological Wellbeing Service.

- Future Workforce.
- Health Education and Improvement Wales (HEIW) framework.
- Core Skills Training Framework/ Dementia Training.
- Annual Leave.
- Agency and Temporary Workforce Utilisation.
- OD Dashboard.

They are also presented in a format which will allow PODCC to assess the alignment between the metric and/or the key performance indicator and the intentions as set out in the 10-year Workforce, Organisational Development & Education Strategy.

The dataset for the majority of the metrics and key performance indicators are available in the Dashboard presented in Appendix 2. Where data is not available in this reporting period (highlighted in red), they will be presented to a future meeting. The availability of data for the Future Workforce activity has been affected by absence of key individuals within the Future Workforce Team and the significant urgent need to onboard additional volunteers to support the Mass Vaccination Centres.

The intention is to report performance for the national delivery framework targets routinely 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 the metrics and KPIs will be presented at each PODCC meeting.

Asesiad / Assessment

The dashboard in Appendix 2 includes the data for activity up to 31st December 2021. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 76 between 31st October 2021 and 31st December 2021;
- Whole time equivalent (WTE) has increased by 61 between 31st October 2021 and 31st December 2021;
- The highest proportion of staff are in the age band 51-55;
- The Nursing and Midwifery staff group has the largest headcount;
- Hywel Dda University Health Board (HDdUHB) turnover rate is higher than the NHS Wales average. As a Health Board (HDdUHB), a number of staff on fixed term contracts have been recruited, when other Health Boards across NHS Wales utilised bank contracts. If we exclude fixed term contracts from the figures, the rate is more comparable.

Starters and leavers

- Retirement age is the main reason for leaving (259 staff);
- 76 members of staff who retired opted to return;
- There are more starters than leavers in all staff groups with the exception of Nursing and Midwifery and Estates and Ancillary;
- The 12 month turnover trend indicates an increasing trajectory.

Employee Relations

- Disciplinary (All Wales and Upholding Professional Standards Wales) - no discernible trends arising. 17 formal cases is significantly lower than in previous years and amounts to less than 0.01% of all staff;
- Only one employee is currently suspended from the workplace which is again a significant reduction compared to previous trends;
- Employment Tribunal cases are relatively low for an organisation of this size;
- Grievances – cases are diminishing as the various stages of the former grievance procedure is progressed.

Recruitment, Job Evaluation and Welsh Language

- 15.6% increase in social media followers since April 2021;
- Exceeding performance target for vacancy creation to conditional and unconditional offer despite significant increase in recruitment activity. HDdUHB has the best performance across NHS Wales in many of the recruitment Key Performance Indicators (KPIs);
- 628 WTE vacancies currently being managed which is the highest volume of activity to date;
- There are in excess of 30 job descriptions awaiting job matching outcomes, which is a deterioration in recent performance. This is a direct result of a vacancy in a small team and a decrease in the staff being released from services to participate in job matching panel activity. An action plan is under development to improve performance;
- Medical and Dental recruitment activity is exceeding performance targets;
- Improving position on the number of Welsh essential vacancies being advertised;
- Improving position on the number of employees who have their Welsh language skills recorded on Electronic Staff Record (ESR).

Job Planning, PADR and Staff Engagement

- Staff engagement score for the 1,173 staff surveyed in December 2021 has maintained the same level as the NHS Wales Staff Survey 2020 results at 76%;
- There is no improvement in the number of Consultants who have a current job plan;
- PADR completion rates are lower than the 85% target, however they remain higher than the NHS Wales average.

Sickness Absence

- Absence is higher than the NHS Wales target of 4.79%, however is consistently lower than the NHS Wales average for the majority of the period reported;
- COVID-19 sickness absence continues to impact on the overall absence rate;
- Days lost due to anxiety/depression/other psychiatric illnesses is increasing in comparison to December 2020 to December 2021 and October 2021, November 2021 and December 2021.

Occupational Health

- Performance deteriorated for pre-employment clearance (5 Working days from receipt) when comparing November 2021 to December 2021;
- 31% of first appointments offered were achieved within the 20 working days target;
- There continues to be a high proportion of 'did not attend' appointments – 61 in December 2021;
- There were 275 Standard pre-employment clearances achieved within the 5 working day target;
- 31% performance against a target of 85% was achieved for management referrals - receipt to first appointment.

Staff Psychological Well Being Service

- The number of referrals to the service is relatively consistent over recent months, however there were 10 more in December 2021 compared to November 2021;
- The % of staff off sick at the point of the referral is indicating an increasing trend since August 2021, however it is a lower % in December 2021 compared to November 2021;
- The 'did not attend' appointment rate for December 2021 was 20%;
- The waiting time for an appointment in weeks is 5 for December 2021 which is a deterioration in performance;
- The number of employees accessing the 24/7 Care First service remains relatively low. We are awaiting data for the last quarter's activity levels.

Future Workforce

- 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;
- ESR reporting was a pilot for HEIW, with only two Health Boards having reached this milestone;
- HDdUHB data is significantly lower than the "All Wales comparison", which is attributed to data reporting issues in previous years and also lack of structure to collect and record data;
- We are awaiting 2020 All Wales data.

Core Skills Training Framework (CSTF) / Dementia Training

- Performance for the CSTF is slightly less than the NHS Wales performance target of 85%;
- Performance for the percentage of staff completing dementia training at an informed level exceeds the NHS Wales performance target of 85%;
- The Learning and Development Team have implemented a support package to drive compliance involving targeted support for departments/services with low compliance working with managers to improve compliance offering support via telephone and user friendly support guides including the creation of video support.

Annual Leave

- There are four Directorates where the % annual leave taken versus remaining have a remaining balance above 50% as at 31st December 2021;
- Communications are being issued to directorates to provide further advice and guidance on the importance of accurately recorded annual leave on workforce information systems in real time;
- Not all services use the same workforce information system for the management of annual leave and the Team are working on solutions for more accurate and timely HDdUHB wide reporting of the position particularly due to the importance of the accuracy of the information at year-end.

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill was at its highest in October 2021 at 8.33%. It has reduced to 7.18% in December 2021, which may be as a result of many agency workers choosing not to work over the Christmas period;
- The monthly WTE usage on temporary workforce saw a peak in August and November, however returned to a broadly consistent pattern in December 2021;
- The expenditure on variable pay (bank, overtime, contract and off contract agency) is reporting an increase during October to December 2021.

Organisation Development

- OD has a significant reach across the organisation with staff at all levels and roles;
- Coaching: understanding the benefits and impacts coaching can have has increased, as demonstrated by the interest received on joining the network and in receiving coaching;
- Positive feedback clearly shows the benefits of our leadership programmes, for example feedback from 'STAR' participants state *"this programme has given me insight into other support networks we have as an organisation, it has given me an understanding of how we can utilise other departments to achieve organisational goals"* and *"the benefits to this course are that it has empowered me to think outside the box and helped me to be innovative in a way I did not function before"*;
- Performance management training uptake is increasing and sessions delivered have increased from 1 to 4 per month. These sessions are well received, a feedback example is *"I came onto this session expecting to be told how to do PADR'S, but it has totally changed my perception of seeing them as a tickbox event. It has really encouraged me to think about these regular meaningful conversations and to build relationships within the team and how this can have a positive impact on staff performance. I understand now that the PADR is just a small portion of the whole process"*;
- The HDdUHB staff benefits portal 'Hapi' registrations have increased by 22% within the last quarter;
- 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 requested 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.

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.

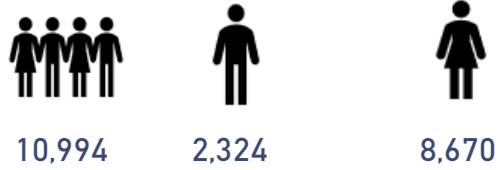
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce 7. Staff and Resources
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink 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:	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 2021

Headcount



81%
19%

51%
49%

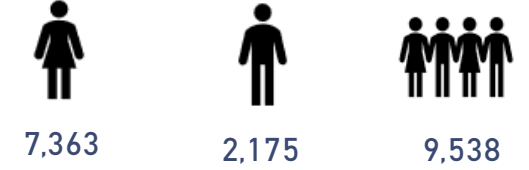
Full Time
Part Time



Full Time
Part Time

87%
13%

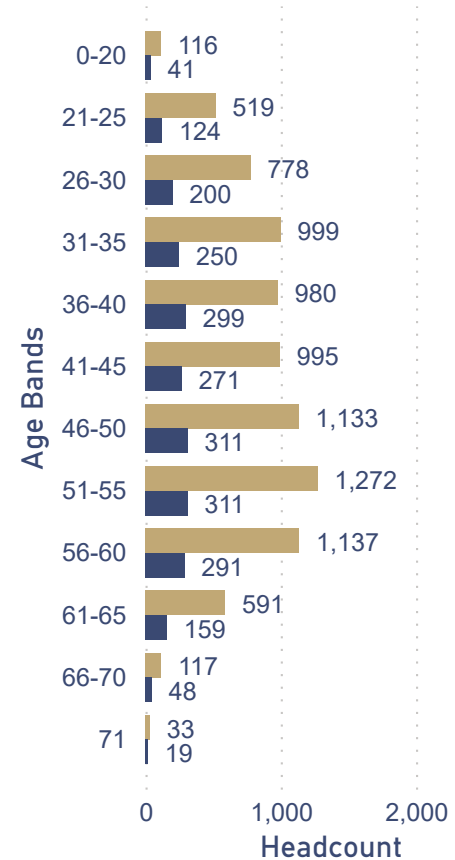
61%
39%



WTE

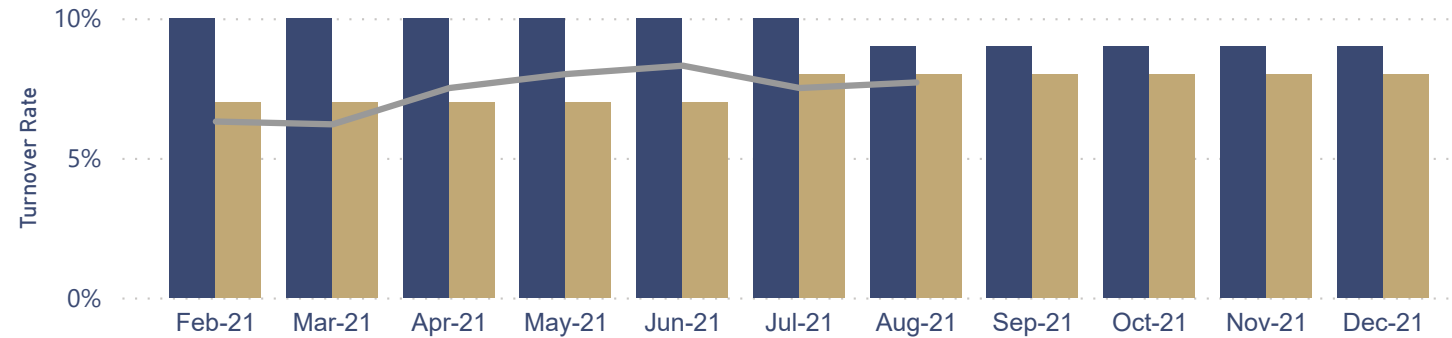
Age and Gender profile by Headcount.

Female Headcount Male Headcount



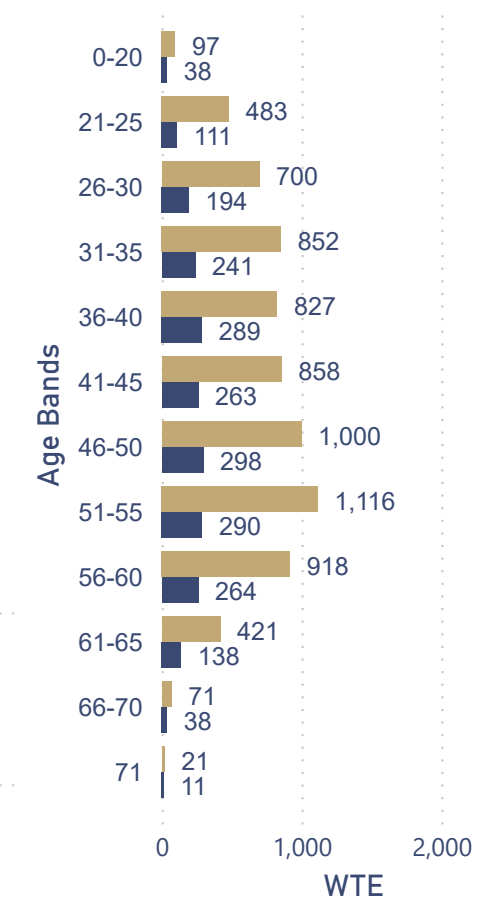
Turnover Rate (12m) vs NHS Wales (excluding bank and locum assignments, and junior doctor job roles)

Turnover Rate Turnover Rate Excluding Fixed Term NHS Wales



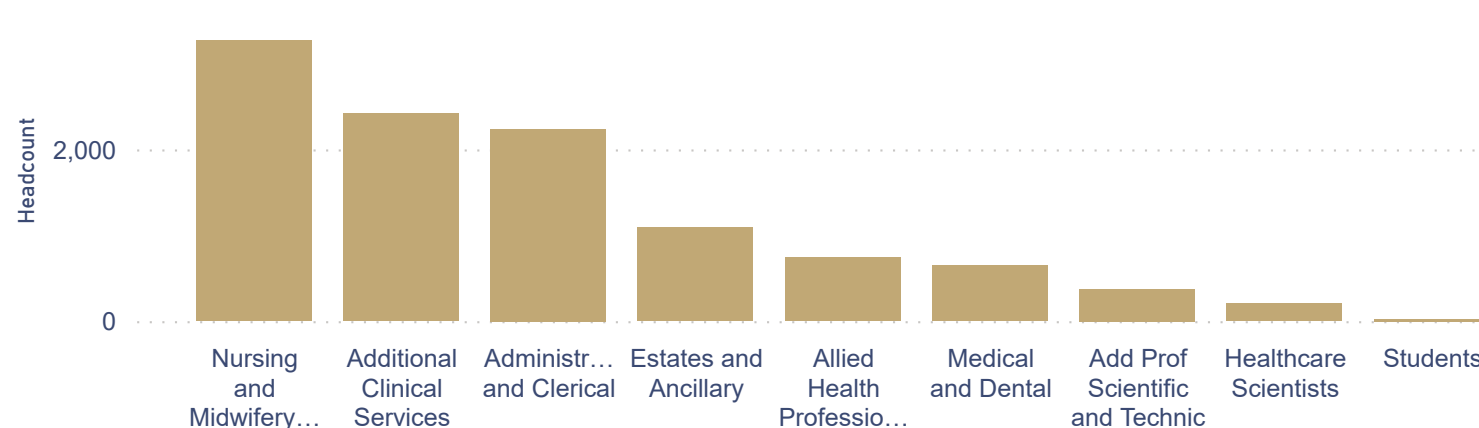
Age and Gender profile by WTE.

Female WTE Male WTE



Headcount by Staff Group

Axis Dec-21



Starters and Leavers January 2021 to December 2021

This excludes bank & locum assignments and junior doctor roles as well fixed term assignments.



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Leaving Reason	Leavers Headcount
Retirement Age	259
Voluntary Resignation - Other/Not Known	142
Voluntary Resignation - Relocation	83
Voluntary Resignation - Work Life Balance	78
Voluntary Early Retirement - with Actuarial Reduction	32
Retirement - Ill Health	26
Voluntary Resignation - Health	20
Voluntary Resignation - Promotion	14
Voluntary Resignation - Better Reward Package	13
Death in Service	11

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

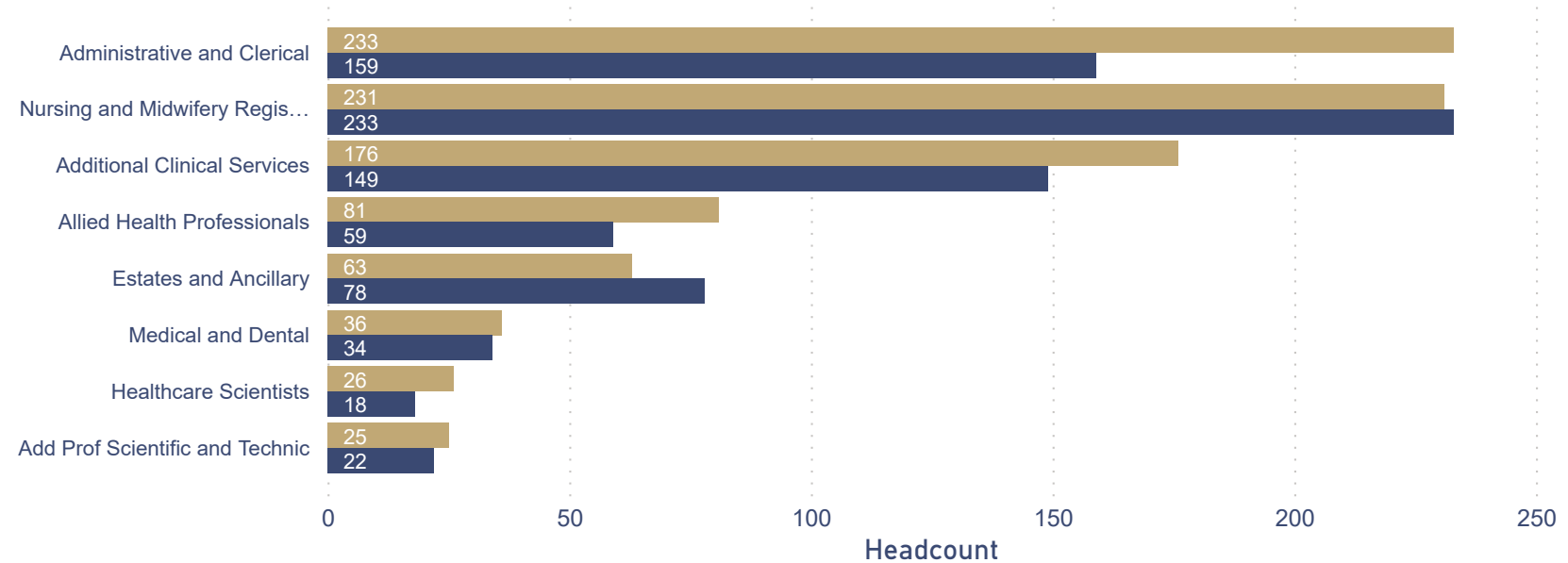
The table below show the number of these leavers who have returned to employment within Hywel Dda.

Retire & Return

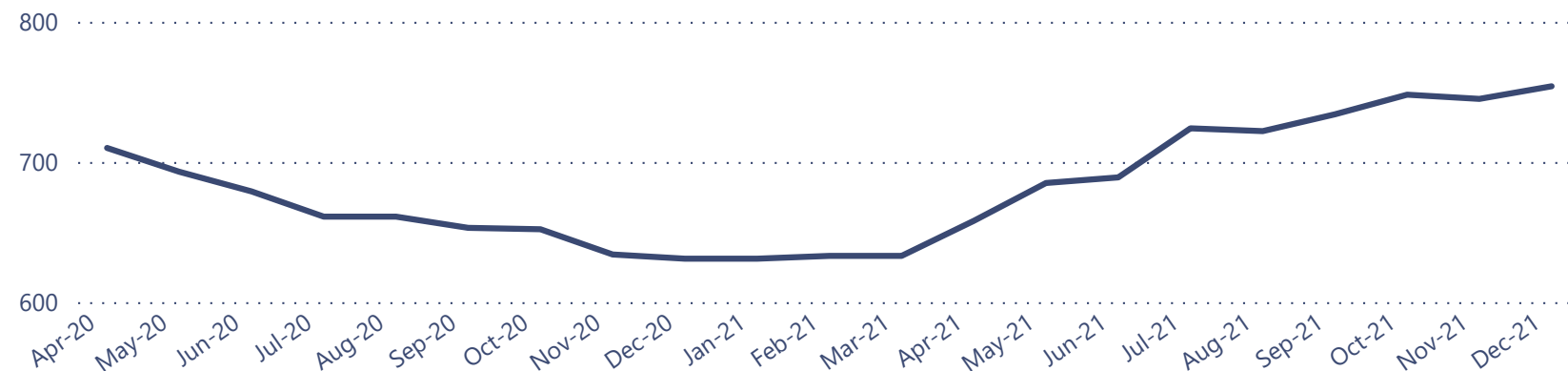
Left & Returned	Starters Headcount
Nursing and Midwifery Registered	30
Additional Clinical Services	11
Administrative and Clerical	11
Estates and Ancillary	10
Allied Health Professionals	5
Medical and Dental	5
Healthcare Scientists	3
Add Prof Scientific and Technic	1

Starters and Leavers Headcount by Staff Group

● Starters Headcount ● Leavers Headcount



Leavers (12m) Trend



Policy Review January 2022 - June 2022

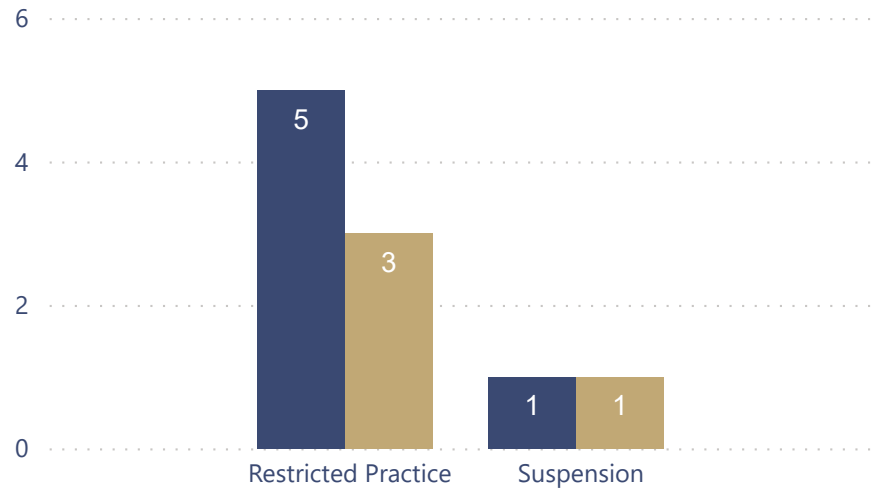
Name of Policy	Status
Extension of sick pay	Not started
Overpayments	In progress
Redeployment Policy	In progress
Retirement	In progress
Term Time Working	Not started
Work/Life Balance – Flexible Working Policy	Not started

Employee Relations Activity - Case Load

Description	New Cases	Ongoing Cases (including new) Formal	Ongoing Cases (including new) Informal	Closed Cases	Appeals
Disciplinary (All Wales and UPSW)	5	17	1	5	1
Grievances	3	0	1	0	2
Other types of ER cases	8	5	3	1	0
Respect & Resolution	4	7	3	1	0
Total	20	29	8	7	3

Suspension / Restricted Practice as at 31 December 2021

● In place ● Ceased



Disciplinary (All Wales and UPSW) - No discernible trends arising and whilst 17 formal cases may appear high, across the whole health board it amounts to less than 0.01% of all staff.

Grievances - These cases are diminishing as we progress through the various stages of the former grievance procedure.

Other types of employee relations cases - performance at work and other types of ER casework not described elsewhere. The majority relate to capability in the workplace.

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

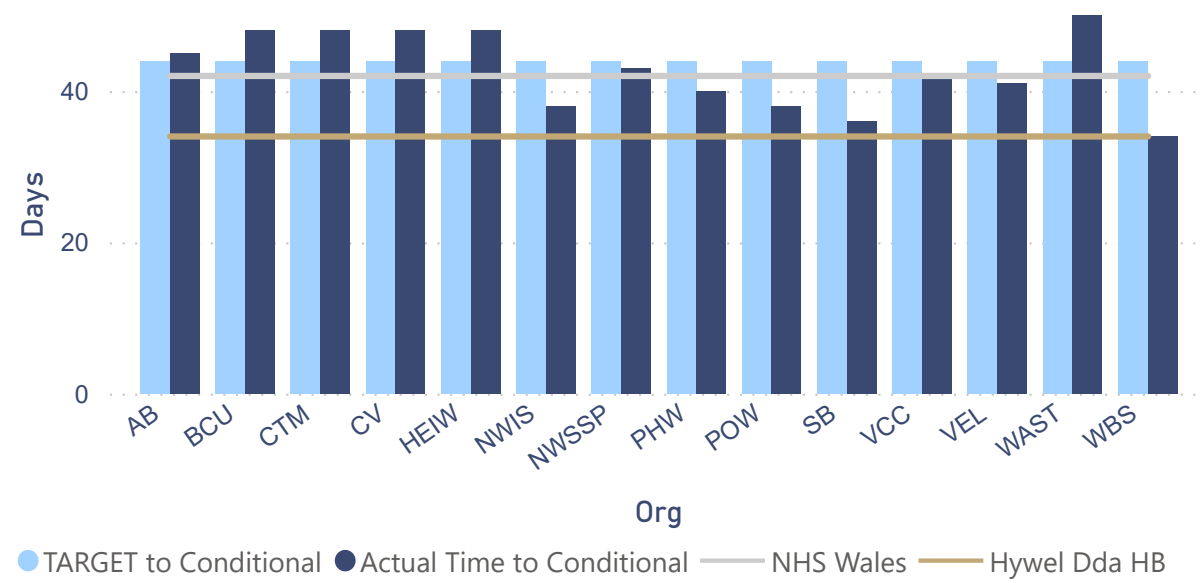
Employment Tribunal Cases

Month	Hearing	Preliminary Hearing	Total
July	1	1	2
October		2	2
December	1		1

Recruitment Activity as at December 2021



Vacancy Creation to Conditional Offer



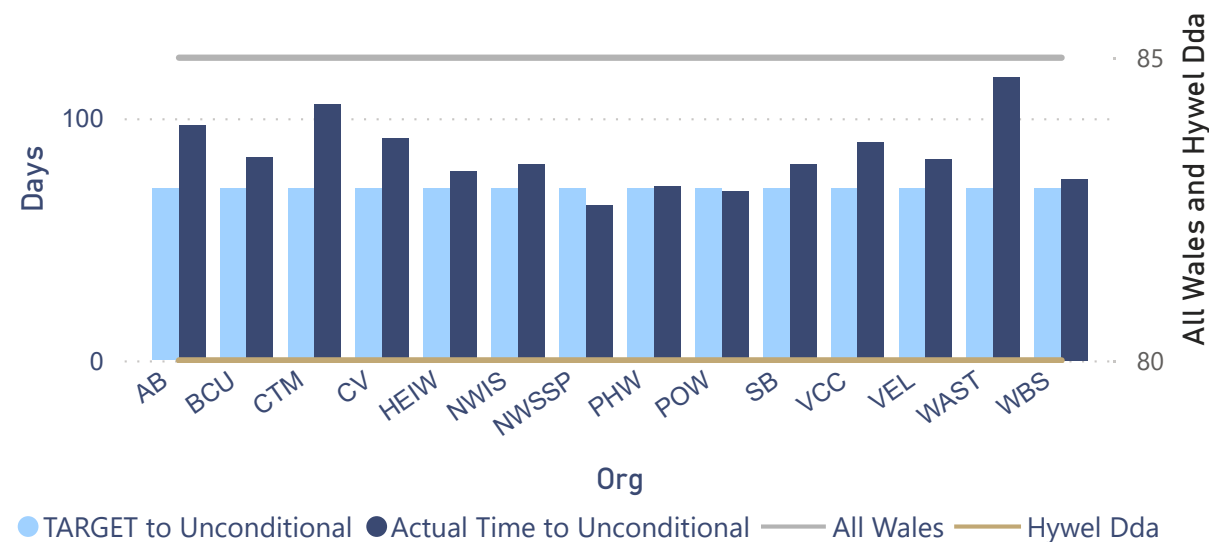
DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
September	180	181	3	100%
October	151	154	4	100%
November	143	143	6	100%
December	84	83	6	100%

WTE Vacancies managed through TRAC

Month	2020	2021	% increase
Apr	400.40	544.14	35.90%
May	378.72	480.57	26.89%
Jun	389.47	523.55	34.43%
Jul	351.00	477.86	36.14%
Aug	322.76	473.86	46.81%
Sep	317.40	448.87	41.42%
Oct	345.86	594.87	72.00%
Nov	340.65	542.83	59.35%
Dec	326.64	628.04	92.27%

Vacancy Creation to Unconditional Offer



16,314
Social Media Followers

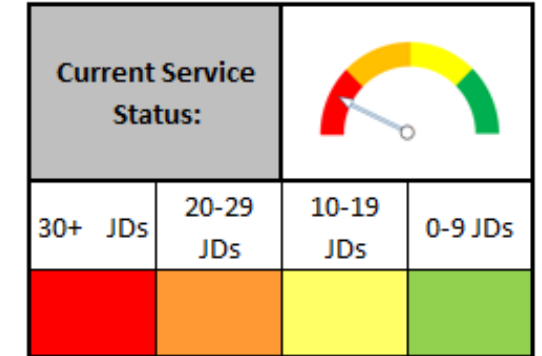
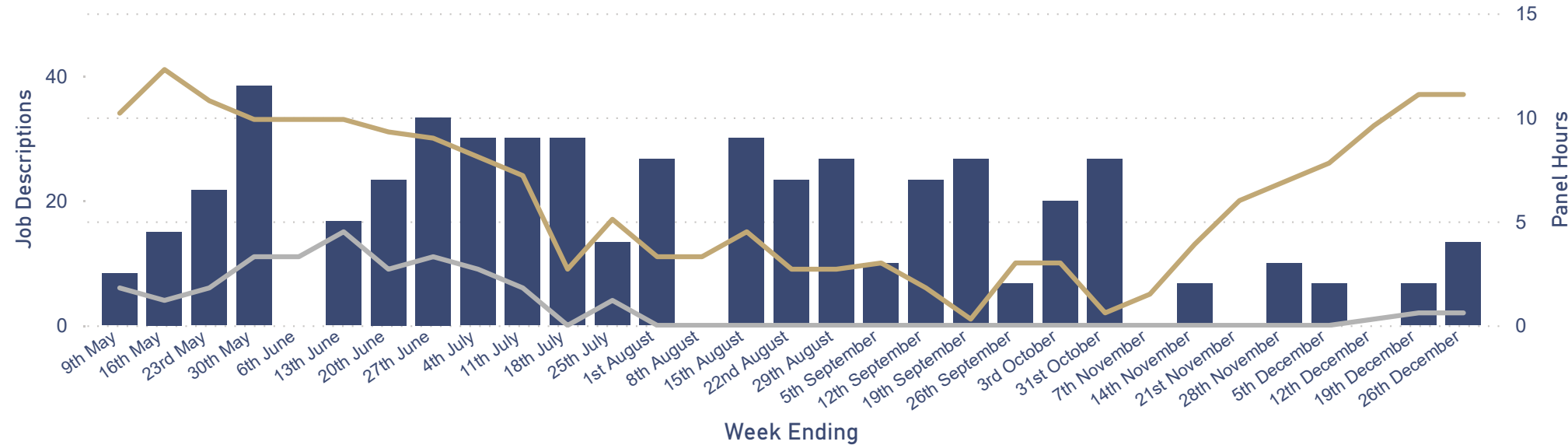


15.6%
Increase since April 21



Job Evaluation Performance compared to key indicator of matching within 30 days.

● Panel Hours ● KPI Breach ● JDs Waiting



Stages of Recruitment - WTE at each stage

Advertising	Interviewing	Shortlisting	Total
380.13	100.55	147.36	628.04

Medical & Dental Recruitment

Axis	Target to Conditional	Time to Conditional	Time to Target
Jun-21	44	32	-12
Sep-21	44	31	-13
Dec-21	44	40	-4

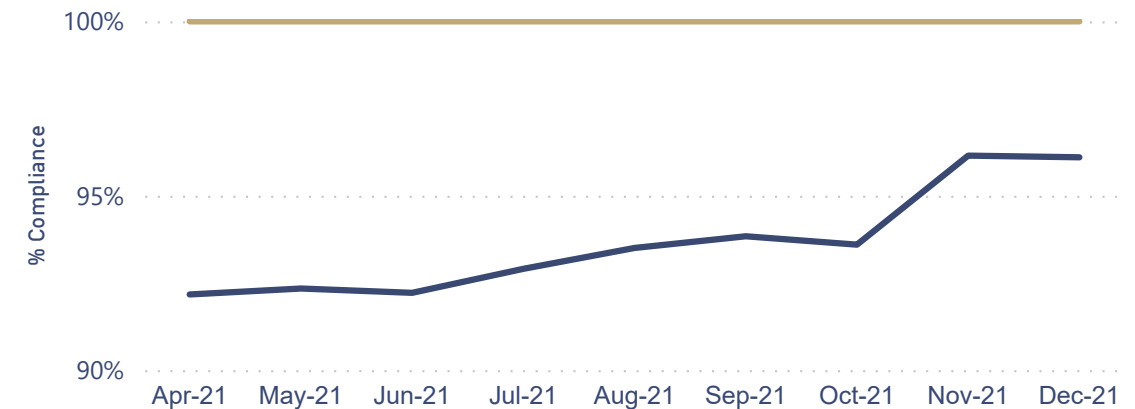
March 20 – April 21

59

Welsh Essential
Vacancies
Advertised

Hywel Dda Welsh Language Skill recorded on ESR by Month

● Hywel Dda Compliance ● 100% Target



Staff Engagement Score Year on Year

Year of Survey	Sent to	Number Completed	Response Rate	Engagement Score
2016 NHS Wales Staff Survey	4,535	1,550	34%	74%
2018 NHS Wales Staff Survey	9,484	2,401	25%	77%
2020 NHS Wales Staff Survey	10,533	1,759	17%	76%
2021 Sample in December	1,173	266	23%	76%

Strongly Agree or Agree that thier PADR helps improve how they do their job

66.17%

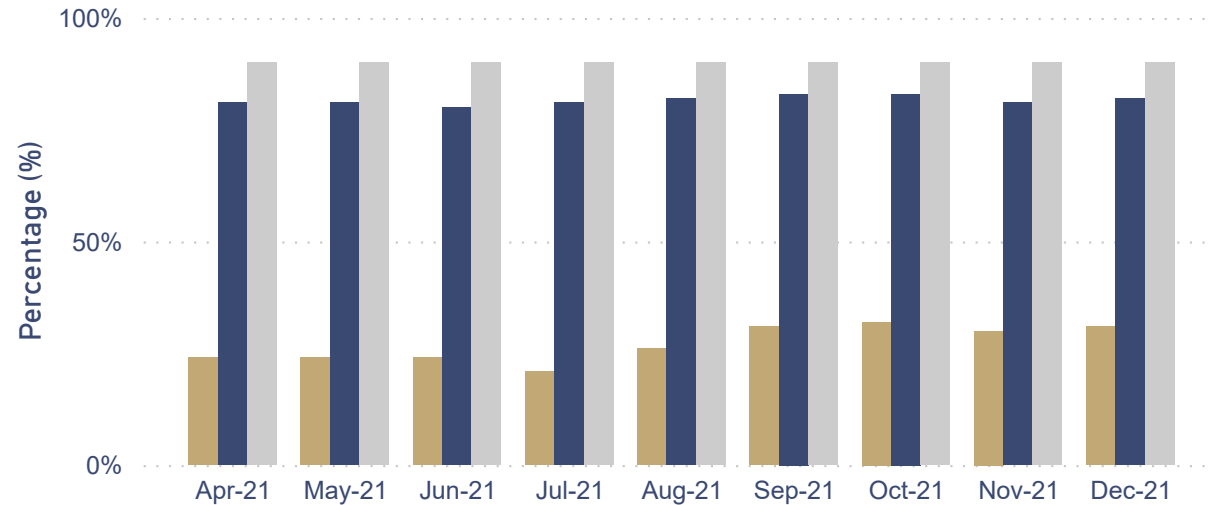
Percentage of staff from December survey of 266 returned

December 2021 - Engagement by Staff Group

Role	Engagement Score by Staff Group
Administrative and Clerical	80%
Allied Health Professionals	80%
Estates, Facilities & Support Services	72%
Healthcare Scientists	78%
Medical and Dental	74%
None of these	80%
Nursing and Midwifery	70%
Other Clinical Services	74%
Other Scientific and Technical	82%

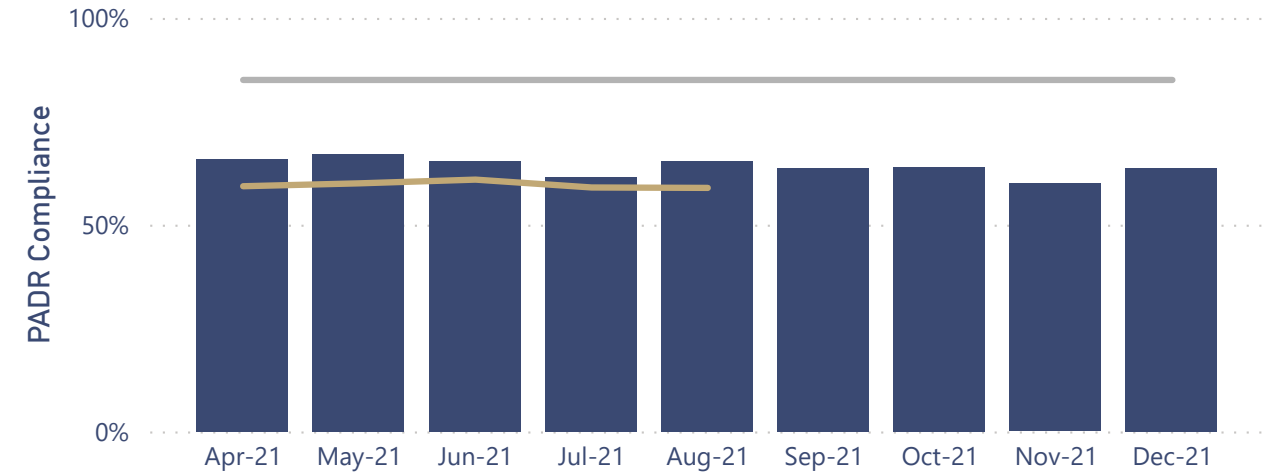
Consultants/SAS doctors with a Job Plan (Current is within 12 Months)

● Current Job Plan ● Job Plan ● Target



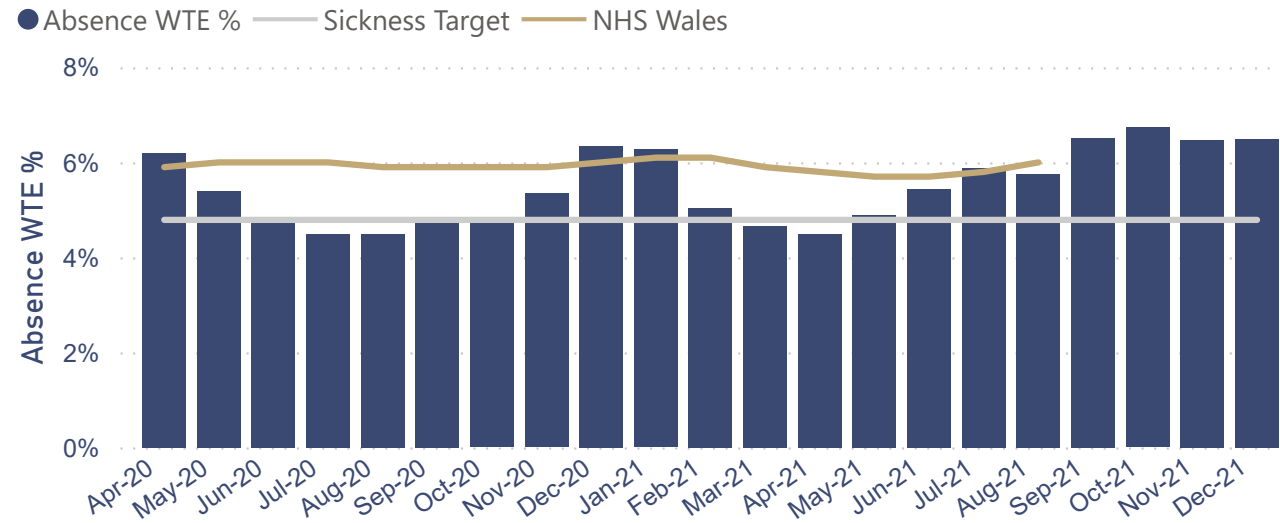
PADR Compliance to NHS Wales Performance and Target of 85%

● PADR Compliance — NHS Wales — Target 85%

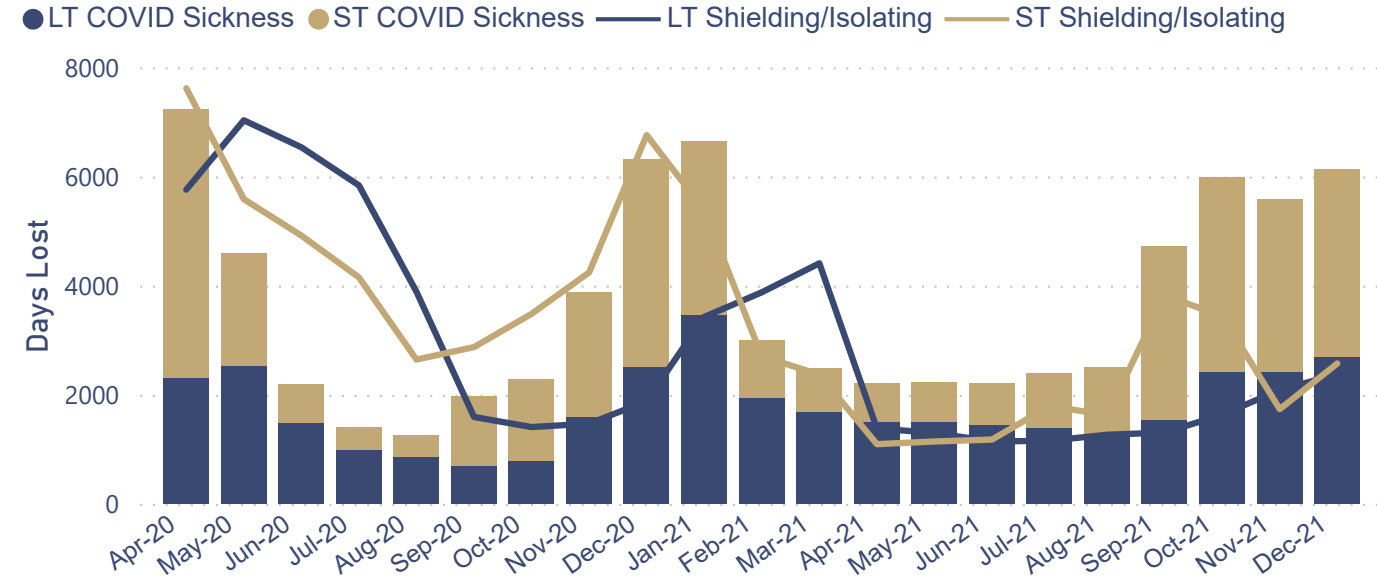


Sickness Absence to December 2021

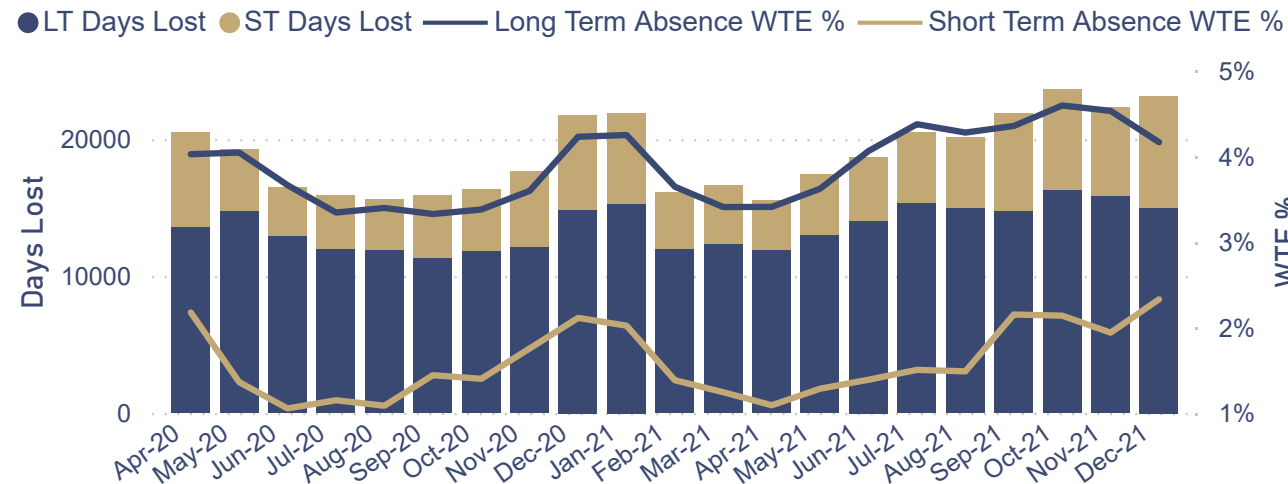
Sickness Absence compared to NHS Wales Performance and Target of 4.79%



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



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



Absence Reason	Dec 21	Dec 20	Increase/Decrease	Nov 21	Oct 21
S10 Anxiety/stress/depression/other psychiatric illnesses	6,435	6,050	↑ 385	6,019	5175
S13 Cold, Cough, Flu - Influenza	2,552	1,324	↑ 1228	2,254	830
S15 Chest & respiratory problems	2,045	2,503	↓ -458	1,964	826
S12 Other musculoskeletal problems	1,954	1,344	↑ 610	1,831	1467
S27 Infectious diseases	1,527	2,500	↓ -973	1,381	622
S25 Gastrointestinal problems	1,495	1,111	↑ 384	1,633	1172
S98 Other known causes - not elsewhere classified	980	884	↑ 96	1,055	722
S28 Injury, fracture	956	1,057	↓ -101	1,009	798
S11 Back Problems	848	875	↓ -27	1,011	991
S16 Headache / migraine	651	616	↑ 35	682	502

Occupational Health Activity

Pre-Employment Clearance (5 Working days from Receipt)

Month	Target	Clearance	Compared to Target
November	85.00%	94.00%	9.0%
December	85.00%	84.00%	-1.0%

Receipt to Triage - Target 1 Working day

Time Frame	Number
0-2 days	140
3-10 days	9
11 Days +	2

Management Referrals - Receipt to First Appointment

Within Month	20 Days			30 Days		
	Target	Clearance	Compared to Target	Target	Clearance	Compared to Target
November	85%	27.0%	-58%	85%	88.0%	3%
December	85%	31.0%	-54%	85%	82.0%	-3%

Time taken from receipt of referral to first appointment offered - Target 20 Working Days

0-20 days	48	31%
21-30 days	79	51%
31 Days or More	4	3%
No appointment	23	15%

Waiting times in working days to be seen

OH Doctor	20
OH Nurse	25
Physio	25

Number of Referrals

Managers	154
Self	21

Enhanced pre-employment clearance

5 to 10 Days	4
11 Days or More	4

Number of Immunisations Given Per Month

November	552
December	618

Appointments not Attended or Cancelled

Month	Number
November	61
December	61

Response time to requests for advice - 2 working days from receipt of request to response

Emails	Telephone Calls	Responses Within 2 Day Target
1433	173	100%

327

Pre-employment Clearance Requests

275

Standard pre-employment clearance - 5 working days

Time taken from receipt of referral to first appointment offered - Target 20 Working Days

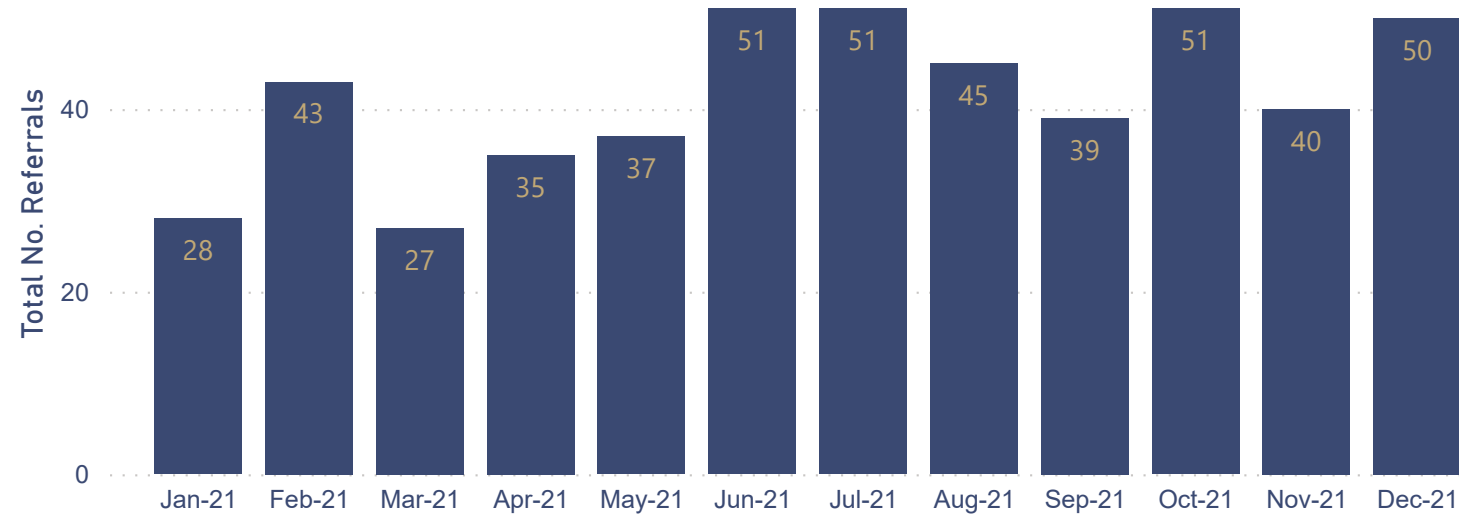
Referral to 1st appointment	Number	%
0-20 days	48	31%
21-30 days	79	51%
31 Days or More	4	3%
No appointment	23	15%

Staff Psychological Wellbeing Services Activity

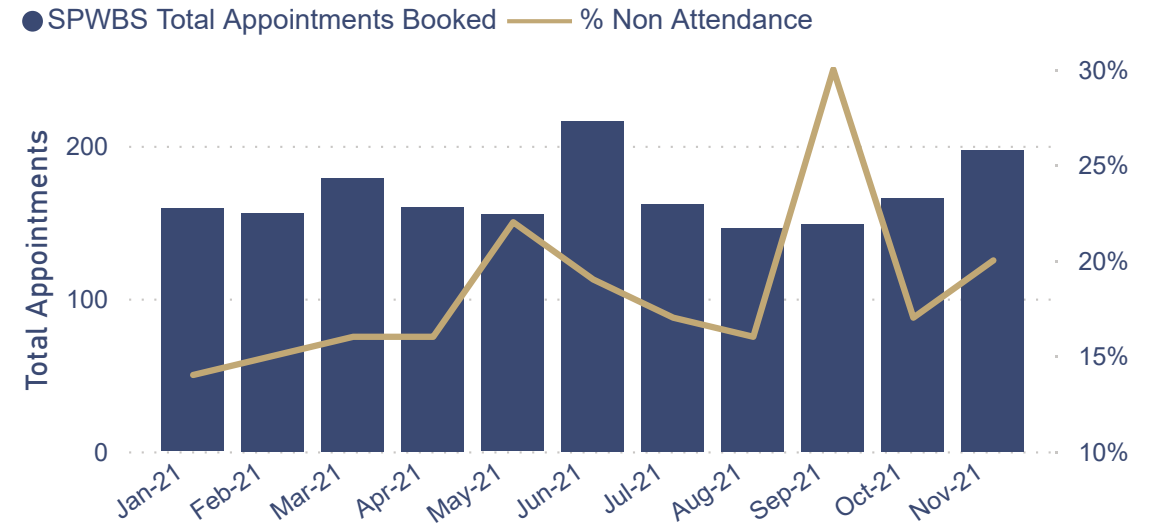


Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

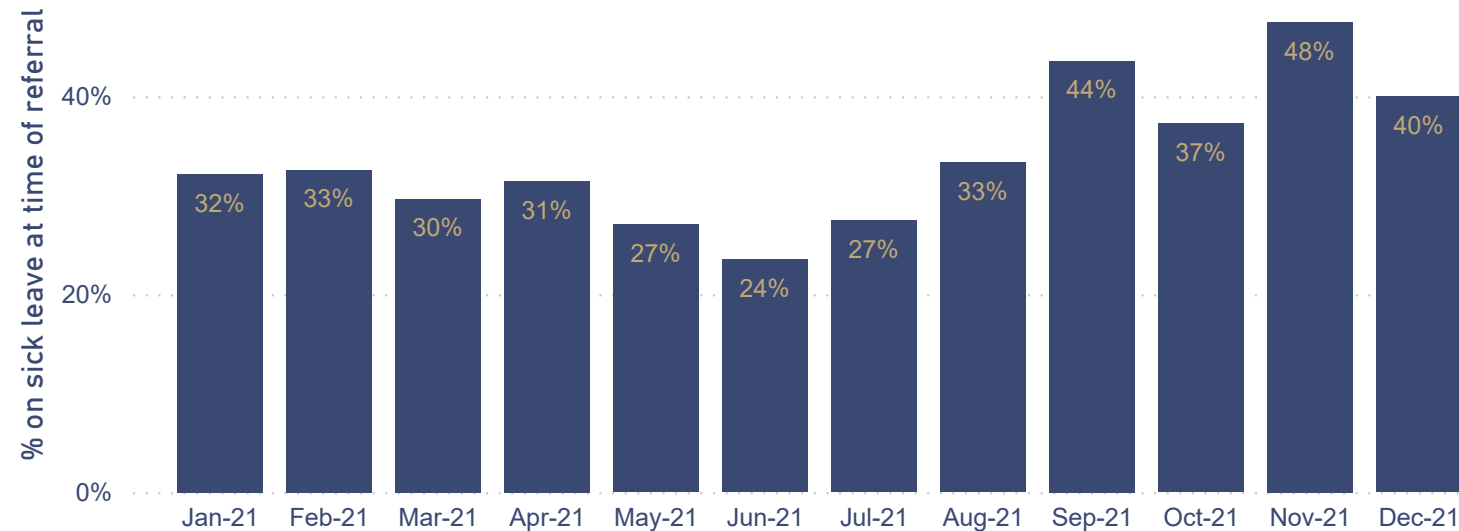
Total No. Referrals



Total No. Referrals



% on sick leave at time of referral



Waiting Time (Weeks)

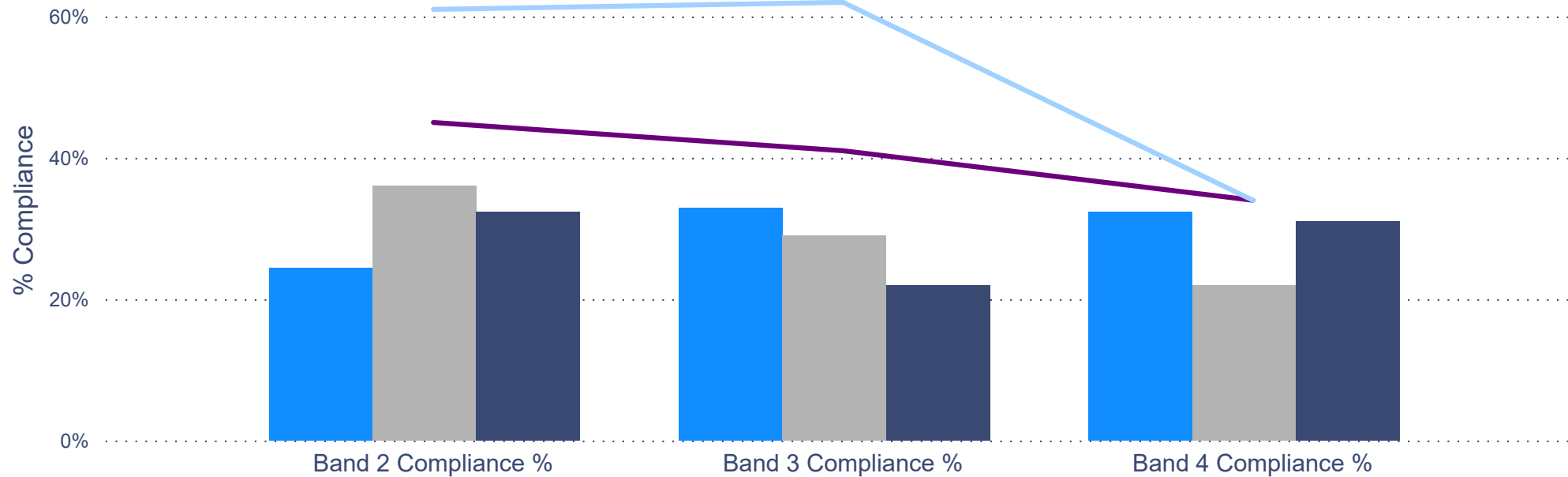
Month Name	2020/2021	2021/2022
April		<1
May		2.5
June		2
July		2
August		3
September		3
October		2.5
November		3
December		5
January	<1	
February	<1	
March	<1	

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	

Career Framework

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



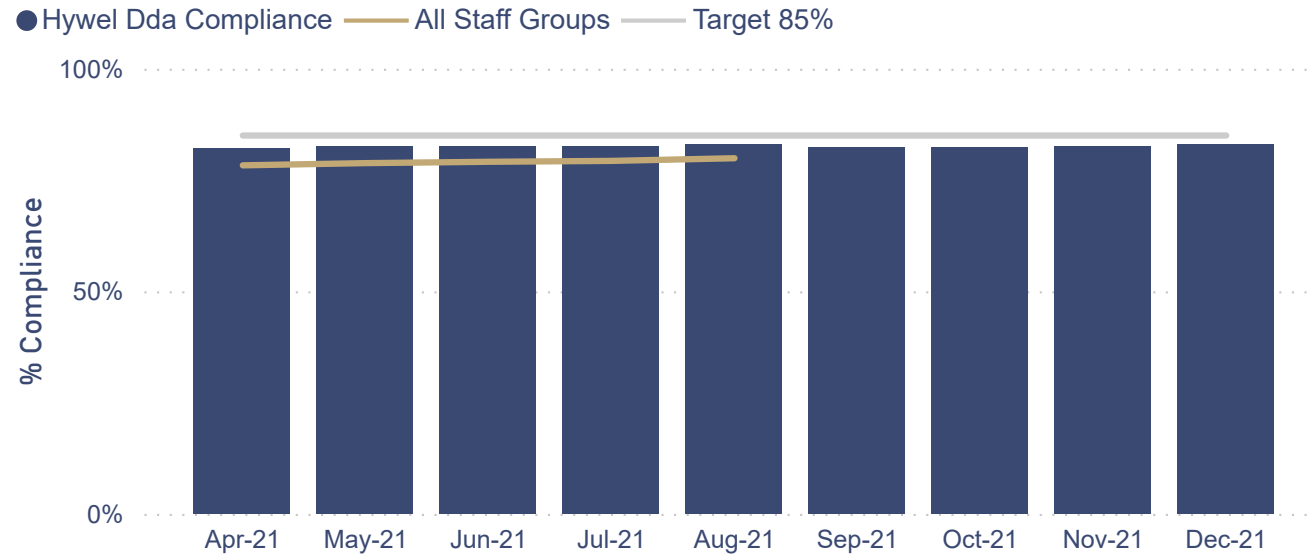
HDUHB annual performance fluctuates considerably due to Covid-19 mass recruitment and changes in system reporting. The data recording mechanism used is now through ESR, providing accuracy for future data collection.

The ESR reporting was a pilot for HEIW, with only two Health Boards having reached this milestone

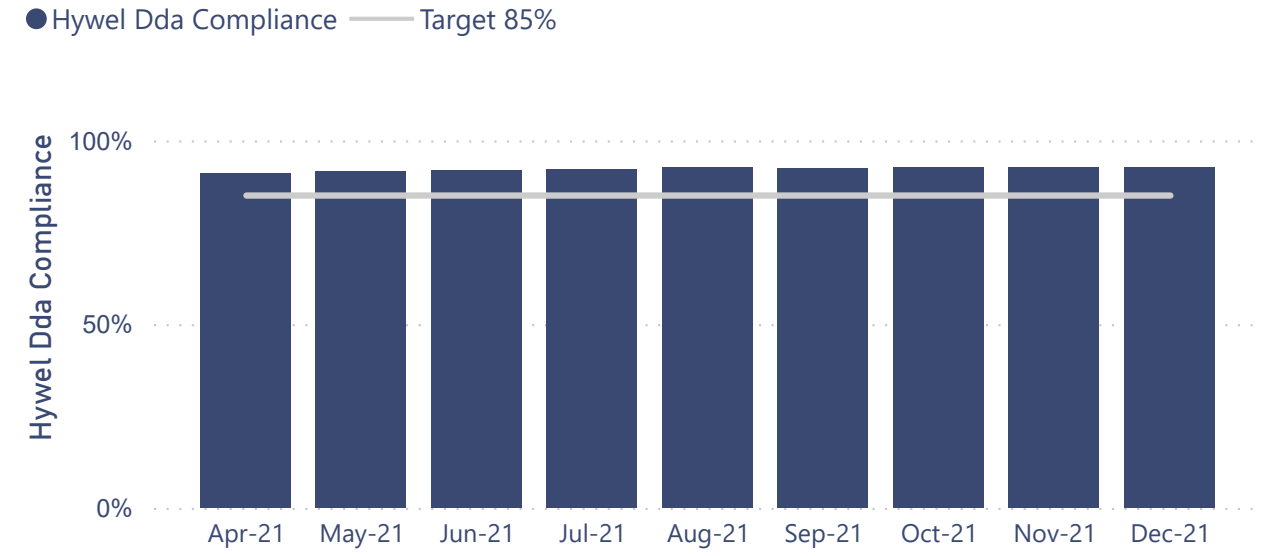
HDUHB data significantly lower than the “All Wales comparison”, this is attributed to data reporting issues in previous years and also lack of structure to collect and record data.

We are still awaiting 2020 All wales data.

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



Percentage of Staff completing Dementia Training at an Informed Level



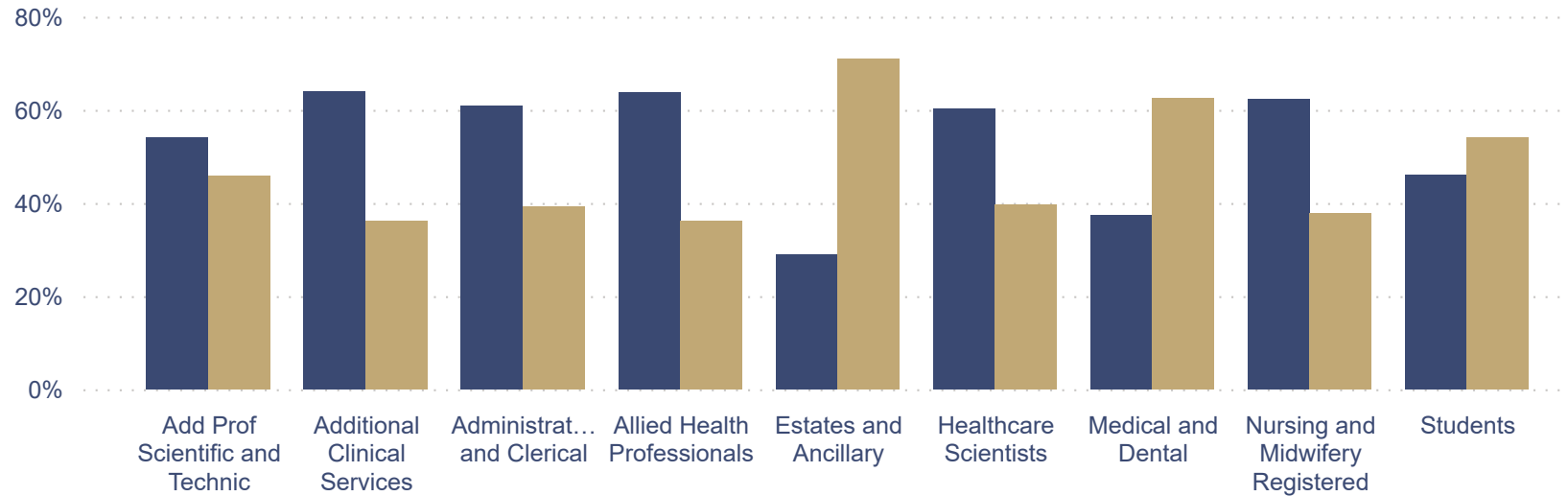
L&D have implemented a support package to drive compliance involving L&D targeted support

L&D will deliver support packages to targeted departments/services with low compliance working with managers to improve compliance offering support via telephone and user friendly support guides including the creation of Video support.



% Annual Leave Taken vs Remaining by Staff Group.

● % Leave Taken ● % Leave Remaining



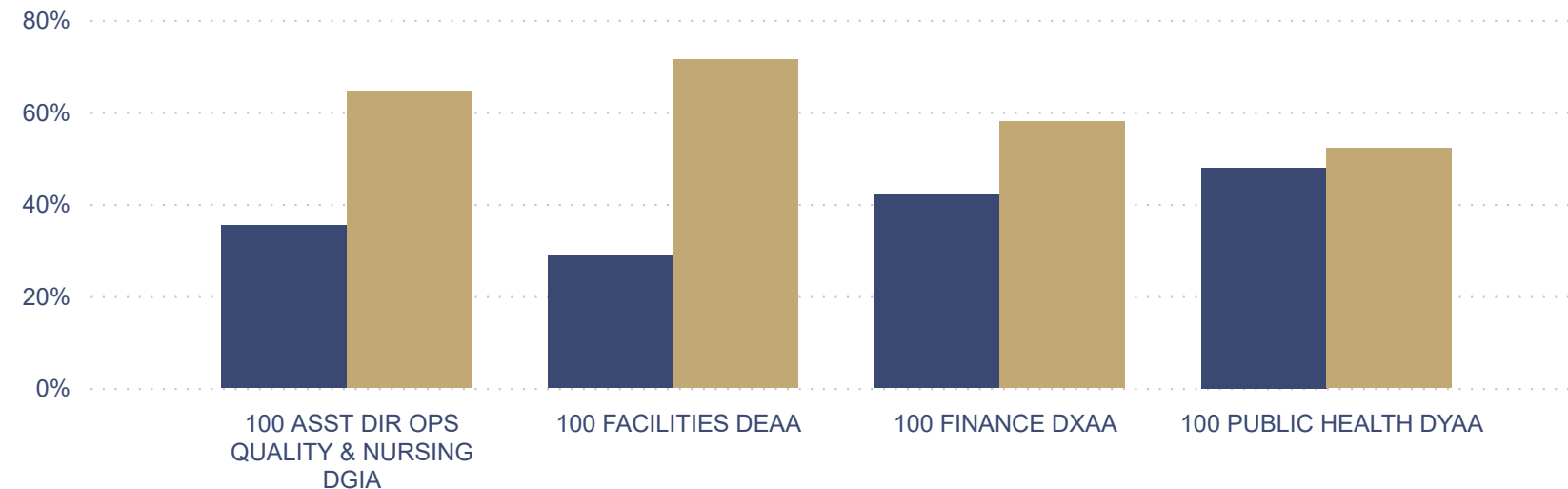
This information has been taken from Electronic Staff Record (ESR); this will include all leave recorded on ESR and the leave taken by staff on electronic rostering systems.

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 50%

● % Leave Taken ● % Leave Remaining



Temporary Workforce Usage & Spend Month on Month



GIG
CYMRU
NHS
WALES

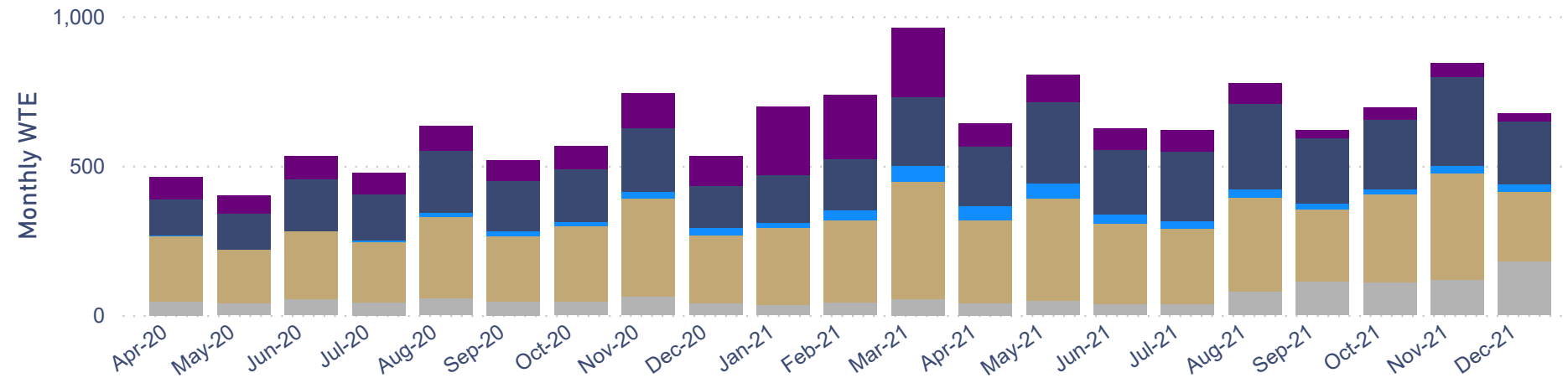
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

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%	7.77%
December	6.07%	7.18%
January	6.92%	
February	3.98%	
March	3.12%	

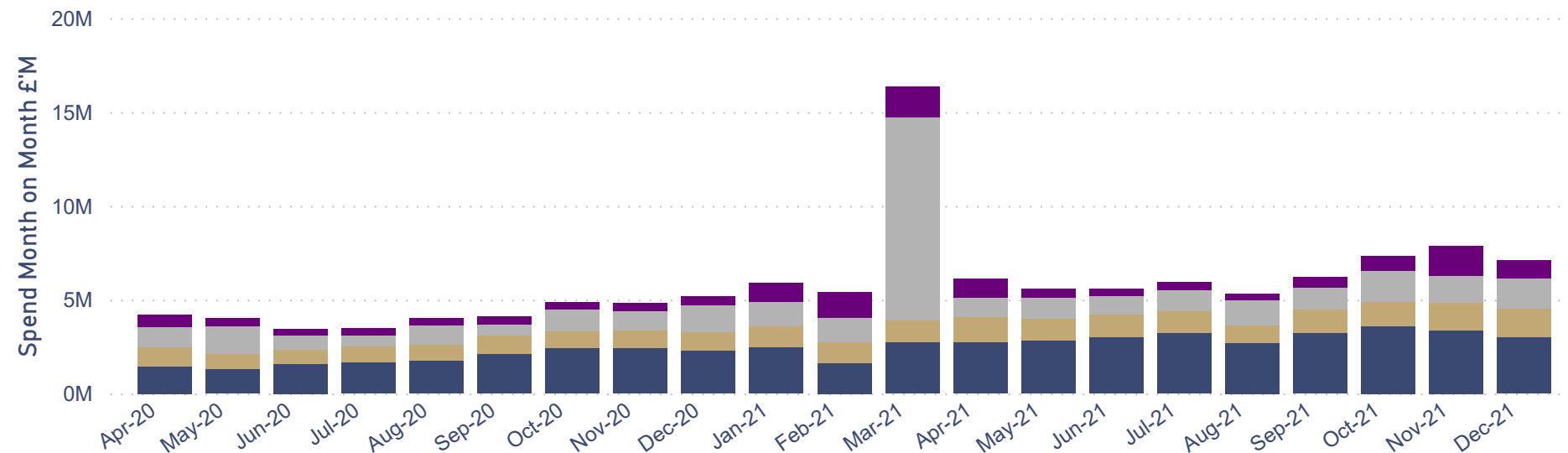
Temporary Workforce Utilisation

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



Leaders, Staff & Senior Team Development



These interventions link to the following Workforce, OD and Education Strategic Intentions: 1, 3, 4, 5, & 6

Workforce, OD and Education Strategic Intentions:

1. Delivering Collective and Compassionate Leadership
2. Recruiting and Retaining Great People
3. Engaging Our Staff
4. Delivering a Workforce Fit for Our Future
5. Enabling Our People to Release Their Potential
6. Developing High Performing Teams
7. Delivering Innovation, System Learning and Change Agility
8. Delivering workforce efficiency and effectiveness

Culture and Workforce Experience



These interventions link to the following Workforce, OD and Education Strategic Intentions: 1, 2, 3, 5, & 6

Leadership Development Programmes

This page shows a detailed breakdown of relevant leadership programmes up to Dec 2021

Doctors



14 Participants
Peer Mentoring
Programme



17 Participants
New Consultant
Development Programme



30 Participants
Medical Leadership
Forum



34 Participants
SAS Professional
Forum



34 Responses
34 SAS Survey
Responses Received



38 Participants
Aspiring Medical Leaders
Programme (AMLP)

Senior Team Development



9 Participants
Executive Team
Residential Days



22 Participants
Board Development
Programme



19 Participants
Chief Operating Officer's
Team



14 Participants
Senior Finance Team



5 Operational
Teams
Triumverates



50 Pairs
Reverse Mentoring

Coaching



5 Leaders | 12
Sessions
Executive Coaching



14 Leaders | 37
Sessions
Senior Leaders



30 Leaders | 59
Sessions
Front Line Managers



10 Leaders | 18
Sessions
Clinicians



57 Leaders | 107
Sessions
Programme Coaching



41 Trainee Coaches |
3 Cohorts
Internal Coaching Network

Senior Leaders

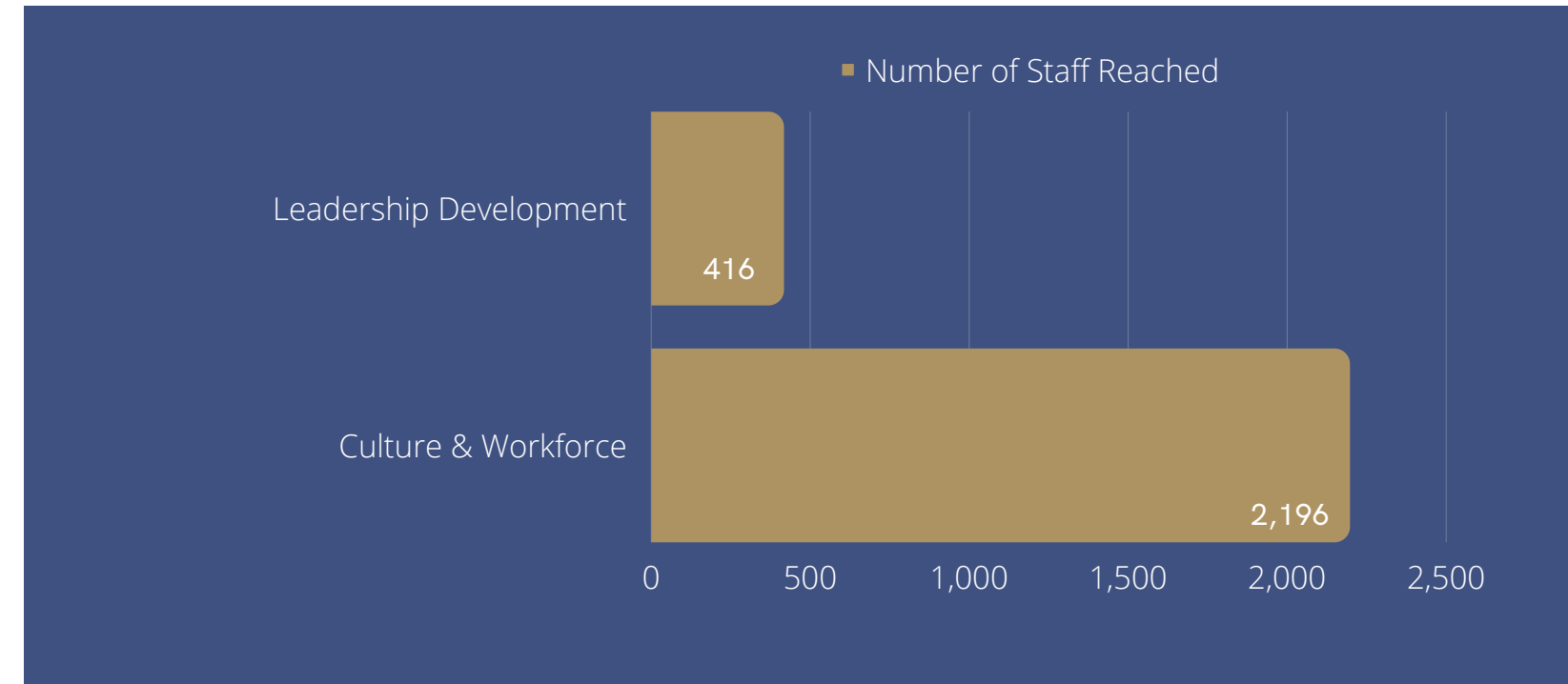


30 Participants
System Level Leadership
Improvement Programme
(SLLIP)

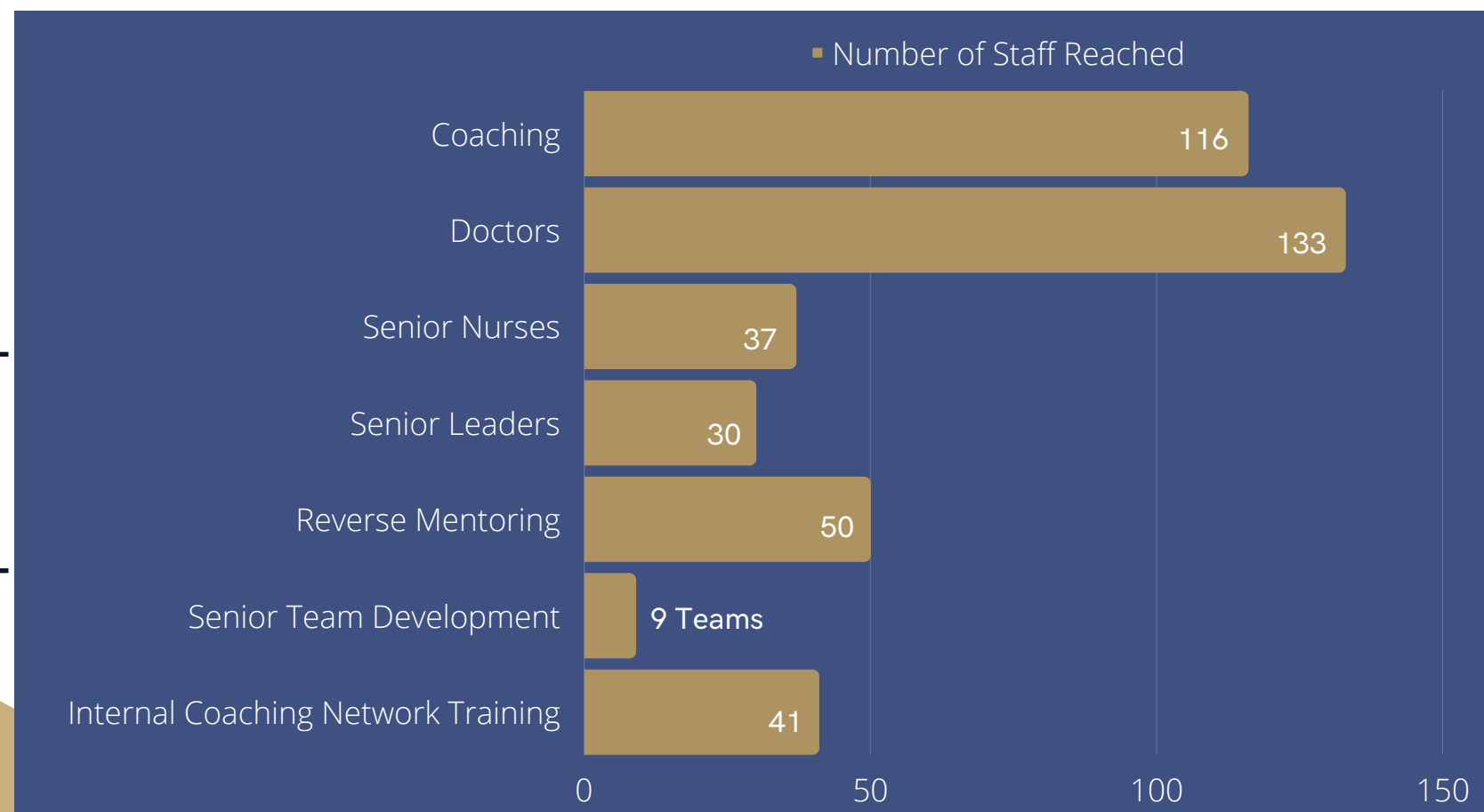
Senior Nurses



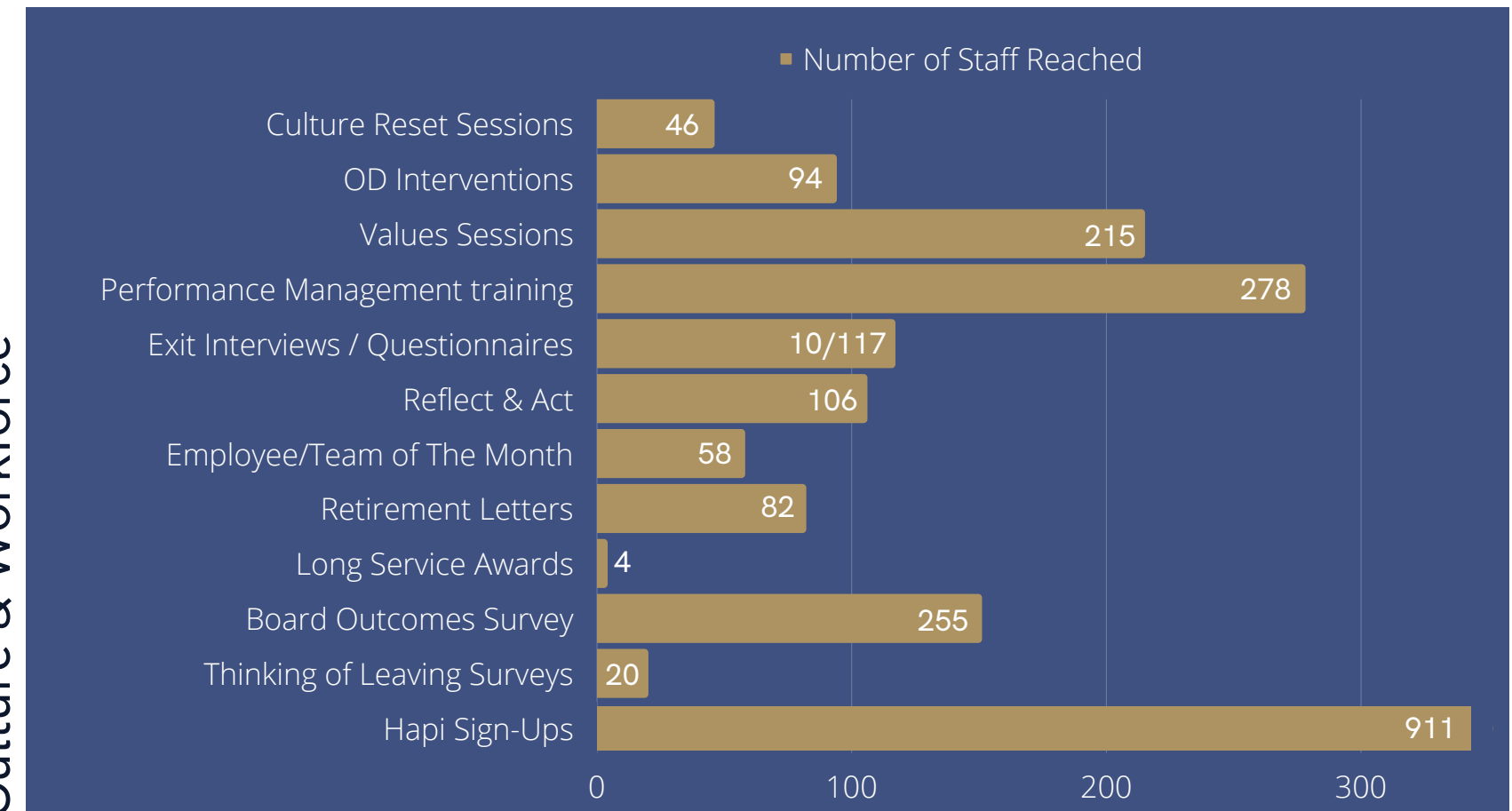
37 Participants
STAR Programme
3 Cohorts



Leadership Development



Culture & Workforce



Intentions as set out in our 10-year Workforce, Organisational Development & Education

Workforce Data	Metric or KPI	Delivering Collective and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Workforce Profile										
Workforce profile - Employee headcount by gender	Metric		√							
Workforce profile - Employee whole time equivalent (WTE) by gender	Metric		√							
Workforce profile - Employee hours (full time or part time) by gender	Metric		√							
Workforce profile - Age and gender profile by headcount	Metric		√							
Workforce profile - Age and gender profile by WTE	Metric		√							
Workforce profile - Headcount by staff group	Metric		√							
Turnover for the last 12 months with a comparison to NHS Wales performance	Metric		√							
Starters/Leavers										
Number of leavers by sorted by reason for leaving	Metric		√							
Number of leavers who retire and return by staff group	Metric		√							
Starters and Leavers by staff group for the last 12 months	Metric		√							
Leavers trend from April 2020 to December 2021 (Excluding Fixed Term Contracts)	Metric		√							
Employee Relations										
Employee relations activity: Disciplinary Cases (All Wales and UPSW) – new cases, closed cases, ongoing cases (formal and informal) and appeals	Metric					√				
Employee relations activity: Respect and Resolution Cases – new cases, closed cases, ongoing cases (formal and informal) and appeals	Metric					√				
Employee relations activity: Grievance Cases (pre May 2021 (this metric will no longer be applicable once all closed – new cases, closed cases, ongoing cases (formal and informal) and appeals	Metric					√				

Workforce Data	Metric or KPI	Delivering Innovative and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Employee relations activity: Other Cases e.g. whistleblowing, capability etc. – new cases, closed cases, ongoing cases (formal and informal) and appeals	Metric						√			
Employee relations activity: Suspension/Restricted Practice – current or ceased	Metric						√			
Employee relations activity: Employment Tribunal Cases – date open and closed, stage and outcome	Metric						√			
Workforce Policies – number to be reviewed compared to reviews completed	Metric			√						
Recruitment, Job Evaluation and Welsh Language										
National Delivery Framework Target: Percentage of compliance for staff appointed into new roles where a child barred list check is required	KPI		√							
National Delivery Framework Target: Percentage of compliance for staff appointed into new roles where an adult child barred list check is required	KPI		√							
Vacancy creation to conditional offer in days compared to target and NHS Wales performance	KPI		√							
Vacancy creation to unconditional offer in days compared to target and NHS Wales performance	KPI		√							
WTE of Vacancies managed through TRAC (Including COVID-19 Vacancies) month on month with increase from previous year.	Metric		√							
Number of followers on social media platforms e.g. Twitter, Facebook, LinkedIn, Instagram	Metric		√							
Medical & Dental (M&D) staff group recruitment key performance indicators (no national KPIs for M&D staff group. Local KPI developed for Vacancy created on TRAC to conditional offer letter)	KPI		√							
WTE Recruitment activity at stages of advert, shortlisting and interviews	Metric		√							

Workforce Data	Metric or KPI	Delivering Innovative and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Number of Welsh Essential vacancies advertised (April 2021-December 2021)	Metric		√							
% completion of Welsh Language skills recorded on Electronic Staff Record	KPI		√							
Job Evaluation activity including number of jobs matched within one month of receipt	KPI		√							
PADR, Job Planning and Overall Staff Engagement										
National Delivery Framework Target: Overall staff engagement score – scale score method	KPI			√						
December 2021 engagement score by Staff Group	Metric			√						
National Delivery Framework Target: Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job	KPI		√	√	√	√	√			
National Delivery Framework Target : Percentage of headcount by organisation who have had a a) PADR/ b) medical appraisal in the previous 12 months (excluding Doctors and Dentists in training)	KPI		√	√	√	√	√			
Consultants/Specialty and Associate Specialist (SAS) Doctors with a current job plan	KPI		√			√	√			
Sickness Absence										
National Delivery Framework Target: Percentage of sickness absence rate of staff	KPI			√						
Sickness absence % FTE and Days Lost Split Long Term & Short Term	Metric			√						
Sickness absence days lost sorted by top 10 reasons	Metric			√						
COVID-19 sickness absence and self-isolation/shielding absence (short term and long term episodes)	Metric			√						
Occupational Health Activity										
Occupational Health activity – Number of advice requests received per month - including phone, email and action point	Metric			√						

Workforce Data	Metric or KPI	Delivering Collective and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Occupational Health activity – response time to requests for advice - 2 working days from receipt of request to response	KPI			√						
Occupational Health activity – Number of pre-employment questionnaire clearance requests	Metric			√						
Occupational Health activity – Standard pre-employment clearance requests - 5 working days from receipt of health questionnaire to clearance on Cohort system	KPI			√						
Occupational Health activity – Enhanced pre-employment clearance (EP, EA) - 10 working days from receipt of health questionnaire to clearance on Cohort system	KPI			√						
Occupational Health activity – Number of management referrals received per month	Metric			√						
Occupational Health activity – Number of self-referrals received per month	Metric			√						
Occupational Health activity – Waiting times in working days to be seen by a Doctor, Nurse or Physiotherapist	Metric			√						
Occupational Health activity – management or self-referrals - 1 working day from receipt to triage	KPI			√						
Occupational Health activity – management or self-referrals - 20 working days from receipt of referral to first appointment offered	KPI			√						
Occupational Health activity – Number of Appointments not attended or cancelled	Metric			√						
Immunisations - Number of Immunisations given per month	Metric			√						
Staff Psychological Wellbeing Service.										
PSWBS - Number of referrals by month	Metric			√						
PSWBS % of staff on sickness absence at the time of referral	Metric			√						
PSWBS Waiting times in weeks by month	Metric			√						
PSWBS CareFirst 24/7 helpline activity	Metric			√						

Workforce Data	Metric or KPI	Delivering Innovative and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Future Workforce										
National Delivery Framework Target: Education and Commissioning template to HEIW aligned to Integrated Medium Term Plan (IMTP) submission on an annual basis	KPI		√		√					
National Delivery Framework Target: Data in relation to HCSW framework on annual basis and related requirements for funding	KPI		√		√					
Future Workforce - Volunteer profile to include age, gender, ethnicity, Welsh language, location for the last 12 months by Headcount	Metric		√							
Future Workforce - Volunteer turnover for the last 12 months with a breakdown as to the reason for leaving	Metric		√							
Future Workforce - Volunteer satisfaction and engagement: Bi-annual measure of volunteer satisfaction through survey results.	Metric		√							
Future Workforce - Number of active volunteers as of 1 st December 2021	Metric		√							
Future Workforce - Number of voluntary hours undertaken during an agreed time period	Metric		√							
Future Workforce – Percentage of volunteer's contacted within three working days of enquiry	Metric		√							
Future Workforce – Percentage of enquiries versus those offered a volunteering opportunity	Metric		√							
Future workforce – Headcount of participants accessing work experience with a breakdown of programme or experience type (including schools, university, traineeships, Prince of Wales Cadets)	Metric		√							
Future Workforce – Work Experience profile to include age, gender, ethnicity, Welsh language, location for the last 12 months by Headcount	Metric		√							

Workforce Data	Metric or KPI	Delivering Innovative and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Future Workforce - Bi-annual measure of Work experience satisfaction through survey results	Metric		√							
Future Workforce – Percentage of enquiries versus those offered a volunteering opportunity	Metric		√							
Future Workforce – Number of work future workforce opportunities (volunteers and work experience) for those with additional support needs	Metric		√							
Future Workforce – Percentage of future workforce participants (volunteers and work experience) gaining employment within HDdUHB as per their aspirations	Metric		√							
Apprentices –Recruitment - Apprentice profile to include age, gender, Welsh language, ethnicity, location for year ending date	Metric		√		√					
Apprentices – Number of live apprentices as of 31 st December 2021	Metric		√		√					
Apprenticeships - Overall achievement rates by level for 2019 cohort against National Averages for Wales as of 31 st December 2021	KPI		√		√					
Number of Staff accessing clinical accredited qualifications for the non-registered workforce, with a breakdown to include Acute, Primary, and Social care	Metric				√	√				
Number of staff accessing Grow you Own programmes, excluding apprentice cohorts (includes Level 4 Healthcare & Therapies, part time programmes)	Metric				√	√				
Number of staff accessing the Lifelong Learning Recovery and Restoration Fund	Metric			√		√				
Number of staff attended the Making a Difference Customer Service Programme against the agreed delivery plan within timeframe	KPI					√	√			
Number of staff accessing accredited development programmes as at year-end. This will be broken down into funding stream, level and occupational area	Metric			√	√	√	√			
Core Skills Training Framework/ Dementia Training										

Workforce Data	Metric or KPI	Delivering Innovative and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
National Delivery Framework Target: Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation	KPI						√			
National Delivery Framework Target: Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework	Metric						√			
National Delivery Framework Target: Percentage of employed NHS staff completing dementia training at an informed level	KPI						√			
Core Skills Training Compliance with a comparison to the NHS Wales target	KPI						√			
Annual Leave										
% Annual leave taken versus remaining by staff group	Metric								√	
% Annual leave taken remaining by Directorate where the remaining balance is above 50%	Metric								√	
Agency and Temporary Workforce Utilisation.										
Temporary workforce utilisation monthly WTE by additional hours at plain time rates, bank, overtime, on-contract and off contract	Metric								√	
National Delivery Framework Target: Agency spend as a % of total pay bill	Metric								√	
National Delivery Framework Target: Variable pay (Agency, Locum, Bank & Overtime: monthly position).	Metric								√	
OD Dashboard										
Leaders, Staff & Senior Team Development: Leadership Development for Doctors – staff attended and number of programmes	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Leadership Development for Senior Nurses – staff attended and number of cohorts	Metric	√		√	√	√	√			

Workforce Data	Metric or KPI	Delivering Collective and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Leaders, Staff & Senior Team Development: Senior Leaders – staff attended and number of cohorts	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Reverse Mentor Programme – number of pairs and sessions	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Coaching – number of staff and sessions	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Senior Team Development – teams supported	Metric	√		√	√	√	√			
Board outcomes survey – number of surveys completed	Metric	√		√	√	√	√			
HAPI Benefits sign ups – number of sign ups	Metric	√		√	√	√	√			
Thinking of Leaving survey – number of responses	Metric	√		√	√	√	√			
Culture and Workforce Experience: Culture Reset Sessions – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: OD Interventions – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: Values Awareness Sessions – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: Performance Management Training – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: Exit Interviews / Questionnaires – number of interviews and number of questionnaires	Metric	√	√	√		√	√			
Culture and Workforce Experience: Reflect & Act (Listening Spaces) – number of staff attended and number of sessions	Metric	√	√	√		√	√			

Workforce Data	Metric or KPI	Delivering Collective and Compassionate Leadership	Recruiting and Retaining Great People	Engaging our Staff	Delivering a Workforce Fit for the Future	Enabling Our People to Release Their Potential	Developing High Performing Teams	Delivering Innovation, System Learning and Change Agility	Developing Workforce Efficiency and Effectiveness	Data available for PODCC report in February 2022
Culture and Workforce Experience: Employee / Team of the Month – number of nominations processed	Metric	√	√	√		√	√			
Culture and Workforce Experience: Retirement Letters – number of letters sent	Metric	√	√	√		√	√			
Culture and Workforce Experience: Long Service Awards – number of awards	Metric	√	√	√		√	√			
Leadership Development programmes: Medical & Dental staff group participants	Metric	√		√	√	√	√			
Leadership Development programmes: Senior Team participants, Senior Nurses, Senior Leaders	Metric	√		√	√	√	√			
Leadership Development programmes: Coaching – participants and sessions	Metric	√		√	√	√	√			
OD activity – total staff reached summary – leadership development and culture and workforce	Metric	√	√	√	√	√	√			