



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	10 October 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Workforce Planning – All Wales Workforce Plans and alignment to local approaches
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Tracy Walmsley, Head of Strategic Workforce Planning and Transformation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The People, Organisational Development and Culture Committee is being asked to note the content of this paper for assurance on the approach being taken to undertake and align national, regional, and local workforce planning approaches and priorities.

This is based on a challenging strategic operating context, which may present for the long term, however, the operational and strategic approaches to workforce plans increases with urgency to reconcile geographic boundaries and differing timelines into a holistic and cohesive programme of work.

This paper is informed by the work of national bodies such as Health Education and Improvement Wales (HEIW), and Audit Wales (AW), and draws on the internal work to date in relation to “recovery”, fragile services and efforts to stabilise through regional programmes for example, A Regional Collaboration for Health (ARCH) and the need to align to an emerging future, for example social model of health and clinical services plans; within this there are aspects of uncertainty and complexity.

Cefndir / Background

Work to develop and assess the approach to workforce planning, including the requirement for the development of national workforce plans has been undertaken locally and nationally.

The national work has been carried out by HEIW and AW as noted below:

1. A Healthier Wales: Our Workforce Strategy for Health and Social Care Workforce commissioned by Welsh Government from HEIW, in partnership with Social Care Wales, was published in 2020. It set a 10-year vision to enable NHS Wales to realise our ambition to meet the aim of ‘A motivated and sustainable health and social care workforce’. The critical element to note is the breadth of the ask “*to support the delivery of more seamless models of health and care*”...” in partnership with NHS Wales and Local Government, the

voluntary and independent sectors as well as regulators, professional bodies and education providers.”

The National Workforce Implementation Plan outlines a series of practical actions that will act as enablers to accelerate the ten-year vision fully recognising the work that is underway as part of the Workforce Strategy published in January 2023. This also needs to be read in the context of the UK Government long-term strategic workforce planning framework and workforce plan recently published in 2023.

HEIW is responsible for the development of Strategic Workforce Plans for a number of specific groups/services which as a health board we will need to take account of, for local implementation and/or wider alignment to wider national and regional strategies, these are noted for reference below:

Service/Profession	Current Position	Next Steps
Mental Health Workforce Plan	Plan completed and launched (7 Nov)	Implementation underway – some actions subject to funding
Matneo Workforce Solutions – Phase 1 short term	Priorities identified	Implemented by end 22/23 Phase 2 to commence 23/24
Pharmacy Workforce Plan	Plan at drafting stage	Plan finalised end 22/23
Dentistry Workforce Plan	Initial stage of work	Plan drafted end 22/23
Nursing Workforce Plan – phase 1 short term	Initial stages of work on 5 priority areas	Phase 1 Plan drafted end 22/23 Phase 2 to commence 23/24
Diagnostic Workforce Solutions – short term	Process agreed	Costed and prioritised plan by end 22/23, implementation 23/24
Primary Care Workforce Plan	Scope being agreed	Plan to be completed during 23/24
Genomics Workforce Plan	Scope being agreed	Plan to be completed during 23/24

Source: HEIW

Please note that some of these plans may need to be iterative, as strategies are also being updated, for example Together for Mental Health (2019-2022) is currently being reviewed and with an indicative date of September 2023.

In addition, new programme of work are continuing to emerge i.e. a Strategic Workforce Plan for the Perinatal Workforce. Engagement actions have begun to emerge nationally.

2. Audit Wales has been undertaking a review of NHS Wales approach to workforce planning which included all health boards and HEIW. We have recently had the feedback report from AW for Hywel Dda University Health Board which made recommendations to be actioned.

The health board specific AW report and organisational response is included as an appendix for reference having been presented to the Audit and Risk Assessment Committee (ARAC) in August 2023. This report and response provide an important “stock-take” on how we are

strengthening the approach to workforce planning and the investment in the workforce planning team since funding was secured in November 2021.

In summary, the team comprises 4 x Workforce Planners, 4 x Project Support Roles and 1 x Analyst. The team provides: insights and analysis, training and communications and risk assessment and mitigation within and across the Health Board taking account of local regional and national programmes in the short and long term 1-10 years.

A summary of our underpinning approach and work to date is noted in the graphic below:



Asesiad / Assessment

Below is a summary of how we are undertaking the detailed analysis needed to align HEIW’s Workforce Plans and recommendations within AW’s report.

Plan	Situation	Key Documents
Mental Health Workforce	Engagement with service through strategic service lead; attendance at Mental Health and Learning Disabilities (MHL) Workforce Group; Project Support Manager in post with “Ambassador” role Diagnostic undertaken on behalf of HEIW with Directorate	Strategic Mental Health Workforce Plan for H&SC (May 2023) Strategic Workforce Programme Update
Matneo Workforce Solutions	Engagement with service through strategic service lead; attendance at MHL Workforce Group; Project Support Manager in post with “Ambassador”. Detailed workforce analysis undertaken for Women and Children Directorate. Specific engagement with Senior Nurse Managers for Midwifery as linked to workforce challenges.	The maternity and neonatal safety support programme's discovery phase report lays the foundations for fundamental change - Public Health Wales (nhs.wales)

Pharmacy Workforce Plan	Engagement with service on launch of Plan in July 2023. Further work will be looked at with the Recovery work and wider alignment	Strategic-pharmacy-workforce-plan
Dentistry Workforce Plan	Report lays out how the dental workforce plan will be developed. This will align to the Strategic Primary Care Programme for Workforce. Workforce Planner acting as Ambassador to primary care and linking in with Primary Care Workforce Academy. Workforce planning training developed for academy leads; ongoing work to facilitate a local plan is evolving.	Dental Workforce Plan A - Dental Workforce Plan 2023
Nursing Workforce Plan (Phase 1)	We formed part of the initial working group on the shape and supply tool based on the Workforce Regeneration Framework. We are engaged in the 5 workstreams developed under this programme of work: <ol style="list-style-type: none"> 1. Demand and Supply 2. Education and Training 3. Retention Plan and Guidance 4. International Recruitment 5. Nursing Support Workforce 	Strategic nursing workforce plan - HEIW (nhs.wales) Nursing workforce plan (nhs.wales)
Diagnostic Workforce Solutions	This is a developing piece of work, with the initial focus on the radiology workforce and aligned to the National Imaging Academy. Not directly involved in this work, we are aware of programme development and are working to gain further insight. Locally, we are working with our radiology colleagues on local solutions as well as highlighting challenges through the Strategic People Planning and Development Group.	Strategy for developing a radiology workforce for Wales - HEIW (nhs.wales)
Primary Care Workforce Plan	Workforce Planner acting as ambassador to Primary Care and linking in with Primary Care Workforce Academy. Workforce planning training developed for academy leads; ongoing work to facilitate a local plan is evolving.	Strategic Workforce Plan for Primary Care - HEIW (nhs.wales) Primary Care Workforce HEIW Update
Genomics Workforce Plan	Within the ARCH Regional Programme for Pathology and the development of the Operational Delivery Network (ODN) a workstream has been established for Genomics – initial scoping has been undertaken.	Genomics - HEIW (nhs.wales)

We are alert to the breadth of work ongoing locally, regionally and as noted above nationally. We must also ensure alignment to our regional programmes of work which include:

1. Cardiology Regional Services
2. Regional Neuroscience Services
3. Regional Dermatology Services
4. Regional Eye Care Services (multiple underpinning workstreams for example Glaucoma, Cataracts, etc)

5. Regional Pathology Services (multiple underpinning workstreams for example Blood Sciences/Cellular Pathology, Mortuary and Genomics)
6. Regional Radiology Services (has the potential to be seen as part of Regional Diagnostic Services – scoping undertaken)
7. South West Wales Regional Cancer Services
8. South West Wales Regional Stroke Services
9. Oral Maxillofacial Surgery

The engagement across all of these programmes is a challenge and work is constantly being prioritised to maintain an oversight on the programmes of work. As a workforce planning team there is oversight and prioritisation by:

1. Professional Group for example Therapies, Healthcare Science, Nursing or Medical
2. Service Area: Primary Care, Radiology, Pathology etc
3. Workforce Planning Specialism Needed for example. (Education Commissioning/Career Progression/Role Design, Change Mapping/Scenario Planning/Workforce Planning Training and Data Analysis and Insights/Risk mitigation)

We continue to utilise the Workforce Regeneration Tool to assess the short and long term implications and assess broadly against the interventions to evolve sustainable workforce models. Workforce Planners generally lead on the specialisms with project support managers acting to “outreach” into services areas for bespoke support. That said regular analysis and monitoring is now in place across Improving Together and workforce themed risks.

The approach taken above was in progress during the AW audit of workforce planning, and the recommendations made by AW are aligned to the work that was in progress:

1. To ensure alignment and impact of all strategies and plans for workforce.
2. To assess the most effective way to utilise limited resources for maximum benefit to look at different models to deliver workforce planning support.
3. To deliver and evaluate workforce planning training interventions for effectiveness and impact.

As noted within the AW response work will commence on a Workforce Strategy refresh to be completed by April 2024 with its implementation underway as part of the annual planning cycle 2024/25.

However, it is important to reflect on the All Wales Report presented by AW in September 2023 which identifies our HB as performing well against the metrics used to compare all Health Boards workforce performance (AW Report for All Wales included as Appendix 2) and by proxy evidences the impact of our workforce strategy and plans.

Argymhelliad / Recommendation

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

- Take assurance on the approach to workforce planning being adopted and the use of resources.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

2.2 To provide assurance to the Board on the implementation of the UHB’s Workforce and OD Strategy, and the all-Wales Health & Social Care Workforce Strategy, ensuring these are consistent with

	the Board's overall strategic direction and with any requirements and standards set for NHS bodies in Wales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Please refer to corresponding Risk Paper on PODCC agenda: noting Principal Risk 1188, 1186 and Corporate Risk 1649 alongside the workforce themed risk register.
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	2c Workforce and OD strategy
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	HEIW AW
Rhestr Termiau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Workforce & OD Leadership Team Risk and Assurance Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No financial requirements
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impact on patient outcomes
Gweithlu:	No direct impact on workforce (link below)

Workforce:	<u>Integrated Impact Assessment Template</u>
Risg: Risk:	Overarching risk and alignment to Risk
Cyfreithiol: Legal:	No direct legal impacts
Enw Da: Reputational:	No direct reputational risk.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	No direct impacts the workforce planning framework positively upholds Equality.