![GIG NHS Wales / Bwrdd Iechyd Prifysgol Hywel Dda University Health Board logo]

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

DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	15 February 2024
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: **LEAD DIRECTOR:**	Lisa Gostling, Director of Workforce and Organisational Development (OD)
SWYDDOG ADRODD: **REPORTING OFFICER:**	Michelle James, Head of Resourcing and Utilisation

Pwrpas yr Adroddiad (dewiswch fel yn addas) **Purpose of the Report** (select as appropriate)
Er Sicrwydd/For Assurance

ADRODDIAD SCAA **SBAR REPORT**
Sefyllfa / Situation This report provides an update on workforce metrics as well as key performance indicators (KPIs), which provide assurance of delivery against national delivery framework targets and key actions included in the 10 year Workforce, Organisational Development (OD) and Education Strategy 2020-2030. The dataset presented is accurate as at 31 December 2023 unless noted otherwise on the page. The report also includes an overview of performance in themes.
Cefndir / Background The way in which an update on metrics and key performance measures is presented has been evolving and improving in the reports presented to the People, Organisational Development and Culture Committee (PODCC) since October 2021, this larger suite of metrics was last presented to PODCC in August 2023. The report now includes a much broader range of metrics and key performance measures around the entire workforce and OD agenda. Appendix 1 summarises these measures in the following themes: • Workforce profile • Starters, leavers & turnover • Recruitment • Welsh Language Skills • Job Evaluation • Performance, Appraisal and Development Review (PADR), consultant/ specialist and Associate Specialist (SAS) Job Planning and Overall Staff Engagement • Sickness absence

• Occupational Health activity
• Staff Psychological Wellbeing Service
• Health Education and Improvement Wales (HEIW) Framework
• Future Workforce
• Core Skills Training Framework and mandated training
• Annual leave
• Agency and Temporary Workforce Utilisation

Performance for the national delivery framework targets is routinely reported on a bi-monthly basis to PODCC. Other datasets will be presented to support specific themes of the workforce and OD agenda as and when those themes are discussed at future meetings. In this connection not all the metrics and KPIs will be presented at each PODCC meeting.

Currently this full report is presented to the Committee bi-annually.

Asesiad / Assessment

The dashboard in Appendix 1 includes the data for activity up to 31 December 2023 unless otherwise noted on the page. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 274 between 30 June 2023 and 31 December 2023.
- Full time equivalent (FTE) has increased by 206 between 30 June 2023 and 31 December 2023.
- The highest proportion of staff (13.5%) are in the age band 51-55.
- The Workforce profile is largely similar to that of June 2023 both in age bands and staff groups with
  o 30% of the workforce in the staff group Nursing and Midwifery (a 1% increase from June 2023)
  o 22% in Additional clinical services (decrease of 1% from June 2023) and
  o 21% Administrative & Clerical (decrease of 0.03% from June 2023).
  Please note training grade medical workforce that are members of the Single Lead Employer are not included within this profile as they are not in our staff in post list but in shared services.

Starters, leavers & turnover

- In the last 12 months; there have been more starters than leavers in all staff groups
- There has been a significant reduction in the 12m turnover rate down to 7.70% turnover (by headcount) in December 2023. This is a 0.48% reduction from June 2023 and a 1.92% reduction compared to December 2022.
- During the 12 months between January 2023 and December 2023 voluntary resignation – other/not known continues to be the main reason for leaving to help provide further insights a high level overview of the themes emerging from exit interviews has been included.
- Work is continuing to further analyse themes emerging from surveys which will enable further insights into leaving reasons as part of the Staff Discovery work aligned to retention workstreams.
- Work is underway to improve quality of reasons for leaving recorded in ESR with an aim to reduce other not known.

- During the same 12 month period of the 305 staff that retired (capturing all retirement reasons including ill health), 45% (137) of retirees returned to work with the Health Board; with 135 of these still in employment as at December 2023.
- The NHS Wales turnover figure only includes people who have left NHS Wales with staff movement between organisations ("churn") excluded. To provide more comparable benchmarking we have calculated an average per month of the other health boards to benchmark against so that it is more comparable and include the normal 'churn' of staff moving between Health Boards in NHS Wales.
Whilst in some cases NHS Wales' turnover will be lower than all organisations due to the 'churn' Hywel Dda University Health Board (HDdUHB) turnover rate is regularly lower than the average of the other health boards as well as the NHS Wales rate.

Recruitment

- HDdUHB is exceeding its performance target for vacancy creation to offer letter being issued (at 29.5 days) and is performing better than other health boards in Wales for this measure.
- HDdUHB are currently performing under the of 71 days for a vacancy creation to ready for start date (51.40 days) and are performing better than other health boards in Wales for this measure.
- HDdUHB consistently meets the 100% target for Disclosure and Baring Services (DBS) checks being processed; although in October 2022 performance dipped to 99.5% due to a Health and Social Care apprentices starting work prior to their DBS being returned, this was permitted to ensure the relevant employment and educational pathway could be commenced and a risk assessment was completed.
- July 2023 saw the only other drop from 100% where a staff member started prior to their DBS check being completed or a risk assessment being undertaken. During routine reporting this was identified, mitigating action taken with learning put in place for the appointing manager concerned. A DBS has now been received which contained no information.
- HDdUHB has the best performance across NHS Wales in many of the recruitment KPIs.
- Social media followers continue to grow enabling wider reaching advertising.

Welsh Language

- Performance for recording Welsh language skills in ESR has remained steady at 97% since April 2023.
- 35.4% of staff have Welsh Language listening/speaking skill at level 2 (Foundation/Sylfaen) and above. Within this 26.3% are classified as Level 3 (Intermediate/Canolradd) and above.
- Nursing and Midwifery staff make up the highest number of staff with no record on the Electronic Staff Record (ESR) for Welsh language skills followed by Medical and Dental. The increase in Nursing and Midwifery not recording Welsh language is attributed largely to international recruits not yet recording protected characteristics or Welsh language on ESR. Work is being undertaken to support the recording of this data in ESR.

Job Evaluation

- There are 28 'live' job descriptions awaiting job matching outcomes.
- As at 29th December 2023 no job descriptions are in breech of the 30 day KPI.

Job Planning, PADR and Staff Engagement

- The staff engagement score for the staff surveyed in December 2023 has declined to the lowest rate of 72% which equals the rate of April 2022. The response rate has been fluctuating between 72% and 76% over the last 12 months. The peak of 76% was seen in June 2023.
- The response rate whilst generally being low; saw a peak in September 2023 of 18.7%, however December has dropped to the lowest in 12 months of 11%. This decline could be the result of survey fatigue as it coincided with the NHS Wales survey.
- The current board outcome survey response rate is comparable to that of the NHS Wales survey of 12% where lack of time was a reason cited by staff for non-completion.
- Staff engagement by staff group in December 2023 shows Allied health professionals as the most engaged staff group, please note where there has either been no respondents or less than 5 from any staff group these will be omitted to uphold anonymity.
- There is steady improvement in the number of Consultant/SAS doctors who have a current job plan and is at its highest in 12 months at 67% against the 90% target.
- The Health Board's PADR completion rates are lower than the 85% target although they remain higher than the NHS Wales average.

Sickness Absence

- The highest reason for absence is consistently anxiety/stress/depression/other psychiatric Illness. This is 1.4 % higher than any other reason.
- Absence is higher than the target of 4.79%.
- HDdUHB is consistently lower than NHS Wales and other Health Boards across Wales with the exception of one health board.
- December 2023 has seen a 0.37% increase from last month but a 0.75% decrease from December 2022.
- The highest 12 month rolling rate is seen in Facilities.
- 17 Directorates have a rolling 12m sickness rate higher than the 4.79% sickness target.

Occupational Health

- Year to date 94% of the 2,837 Pre-employment clearances are achieved within the 5 Working day target.
- Management referrals: 70% are triaged within the 2 working days target and self-referrals are 100% triaged within the 2-day target.
- Appointments issued have a non-attendance rate from 9% for call back up to 15% for Physiotherapy appointments.
- 35.09% of Hywel Dda University Health Board staff have received their influenza vaccine between 1 September 2023 and 31 December 2023.

Staff Psychological Well Being Service

- The number of referrals to the service in December 2023 is 41; this has increased by 3 from December 2022.
- The percentage of staff off sick at the point of the referral has reduced from December 2022 by 10% and is at its lowest since April 2023.
- The waiting time for an appointment has dropped from 11 weeks in April 2023 to 5 weeks in December 2023, October and November 2023 had the lowest waiting time of 4 weeks.

People Development

- National Delivery Framework Target - Health Education Improvement in Wales (HEIW) Career Framework: The data recording mechanism used is now through ESR, providing accuracy for future data collection. ESR reporting was a pilot for HEIW, with only two health boards having reached this milestone. 2023 data is due to be submitted to HEIW by the 28 February 2024.
- We currently have 288 active volunteers.
- Of the 10 apprentices on the joint apprentice scheme 80% have continued on to the nursing apprenticeship.
- There are 74 active participants on the level 4 higher education certification.
- The main reason noted for withdrawal and suspension from the level 4 certificate and the part time nursing course is centred around personal reasons. Full support has been given by the service to the individuals.
- There have been 307 lifelong learning applications with the highest number of requests coming from Mental Health and Learning Disability directorate.

Core Skills Training Framework (CSTF) and Mandated Training.

- The Core Skills Training Framework (CSTF) is used to benchmark against all Wales for 10 competencies, however local performance is measured against 12 key subjects.
- Performance for the 12 CSTF overall is above the 85% target and at December 2023 is 87.0%
- There are three staff groups that are below the 85% target: Add Prof Scientific & Technical (84.4%), Estates and Ancillary (79.9%) and Medical and Dental (46.7%).
- When comparing HDdUHB to NHS Wales for the 10 benchmarked competencies, HDdUHB performs consistently higher than NHS Wales month on month.
- As at December 2023, there are 24 competencies that are mandated for every employee to complete; the compliance against the full range of competencies is 86.5%.

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill has continually reduced through the year and is at 4.64% in December 2023.
- The monthly WTE usage on temporary workforce reported though Allocate has steadily decreased from August 2023 to December 2023.
- The expenditure on variable pay (bank, overtime, on contract and off contract agency) is decreasing with a marked decrease in Agency cost since April 2023.
- The highest use of nursing agency in December 2023 was in Unscheduled Care Bronglais.
- No off contract agency has been utilised since June 2023.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to:
- **Note** the content of the report as assurance of performance in key areas of the Workforce and OD agenda.

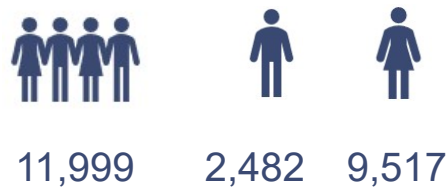| Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring (HDdUHB) is recognised as a leader in this field
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	3. Data to knowledge
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	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

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

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable

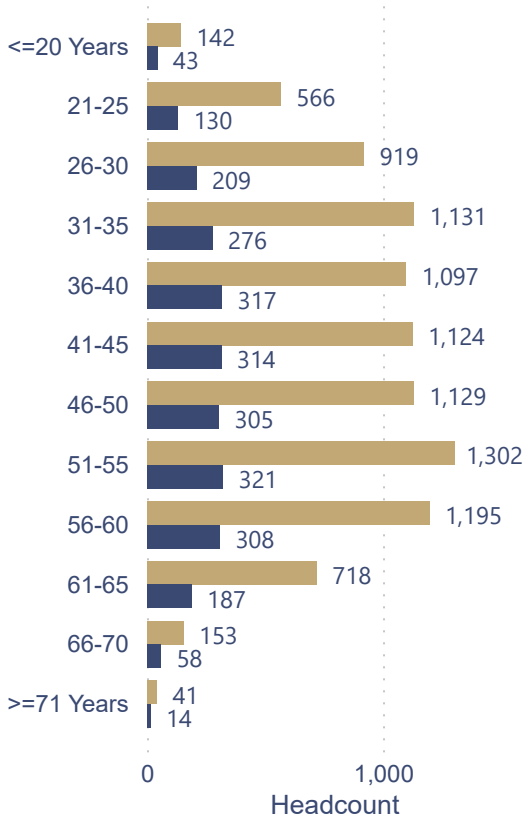| Ansawdd / Gofal Claf: Quality / Patient Care:	Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.
Gweithlu: Workforce:	All metrics and performance indicators contained in the report have direct relevance to the workforce agenda
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	All data presented is anonymous
Cydraddoldeb: Equality:	Not Applicable

Workforce Profile as at December 2023

Headcount - *Excludes Locum & Bank*

11,999	2,482	9,517

FTE *Excludes Locum & Bank*

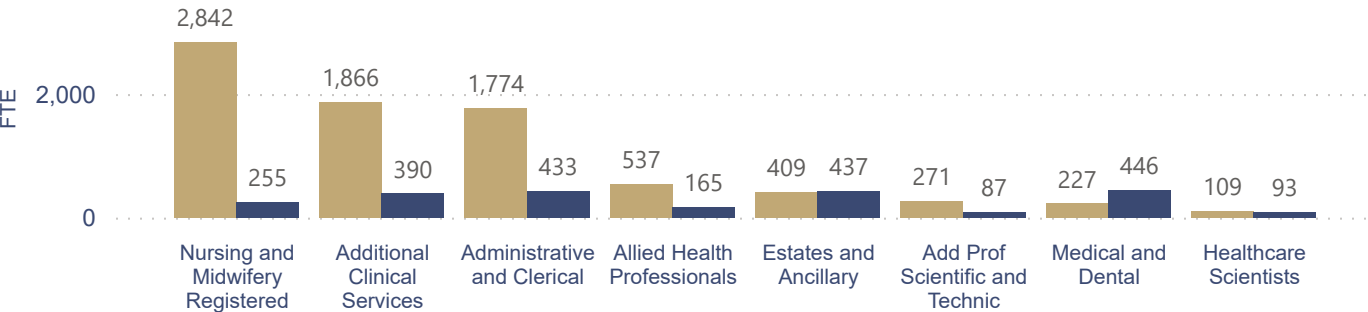|		
8,035	2306	10,341

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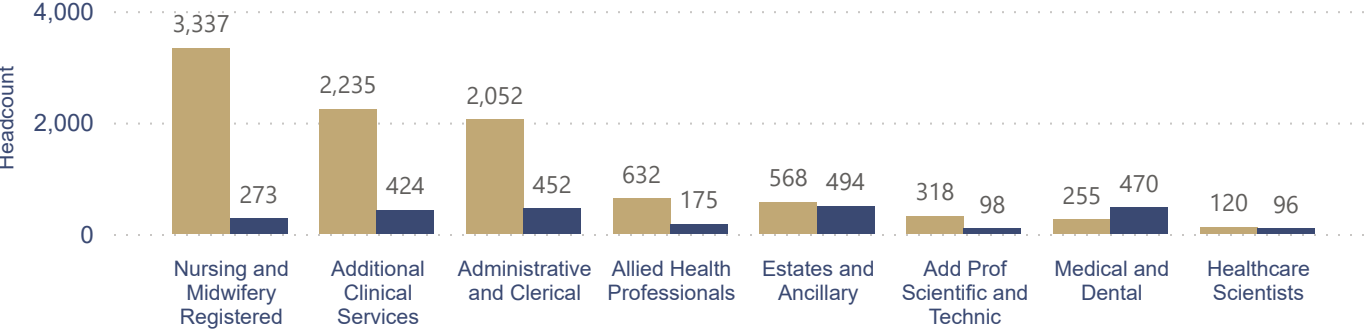Left shows % by headcount and Right shows % by FTE Excluding Locum & Bank

58%	81%	52%	**Full Time**	52%	81%	58%
42%	19%	48%	**Part Time**	48%	19%	42%

Age & Gender Profile by Headcount

● Female Headcount ● Male Headcount

Age	Female Headcount	Male Headcount
<=20 Years	142	43
21-25	566	130
26-30	919	209
31-35	1,131	276
36-40	1,097	317
41-45	1,124	314
46-50	1,129	305
51-55	1,302	321
56-60	1,195	308
61-65	718	187
66-70	153	58
>=71 Years	41	14

Age & Gender Profile by FTE

● Female FTE ● Male FTE

Age	Female FTE	Male FTE
<=20 Years	126	37
21-25	522	119
26-30	832	204
31-35	959	264
36-40	930	304
41-45	964	298
46-50	999	293
51-55	1,136	305
56-60	951	273
61-65	504	158
66-70	91	44
>=71 Years	22	8

Gender Profile by Staff Group & FTE

● Female FTE ● Male FTE

Staff Group	Female FTE	Male FTE
Nursing and Midwifery Registered	2,842	255
Additional Clinical Services	1,866	390
Administrative and Clerical	1,774	433
Allied Health Professionals	537	165
Estates and Ancillary	409	437
Add Prof Scientific and Technic	271	87
Medical and Dental	227	446
Healthcare Scientists	109	93

Gender Profile by Staff Group & Headcount

● Female Headcount ● Male Headcount

Staff Group	Female Headcount	Male Headcount
Nursing and Midwifery Registered	3,337	273
Additional Clinical Services	2,235	424
Administrative and Clerical	2,052	452
Allied Health Professionals	632	175
Estates and Ancillary	568	494
Add Prof Scientific and Technic	318	98
Medical and Dental	255	470
Healthcare Scientists	120	96

Starters, Leavers & Turnover as at December 2023

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In Month Turnover Rate by Headcount & FTE
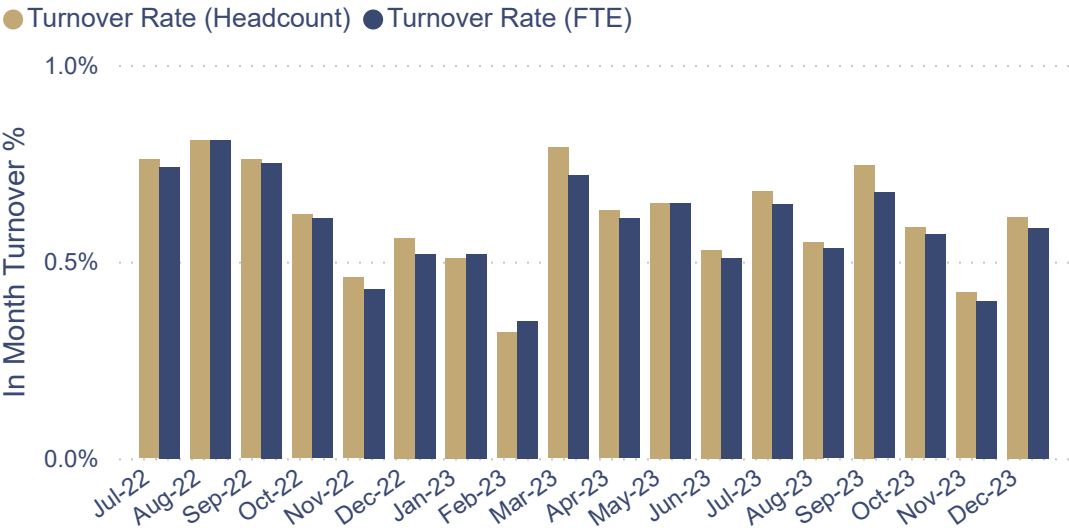
● Turnover Rate (Headcount) ● Turnover Rate (FTE)

12M Turnover Rate by Headcount & FTE

● Turnover Rate Headcount (12m) ● Turnover Rate FTE (12m)

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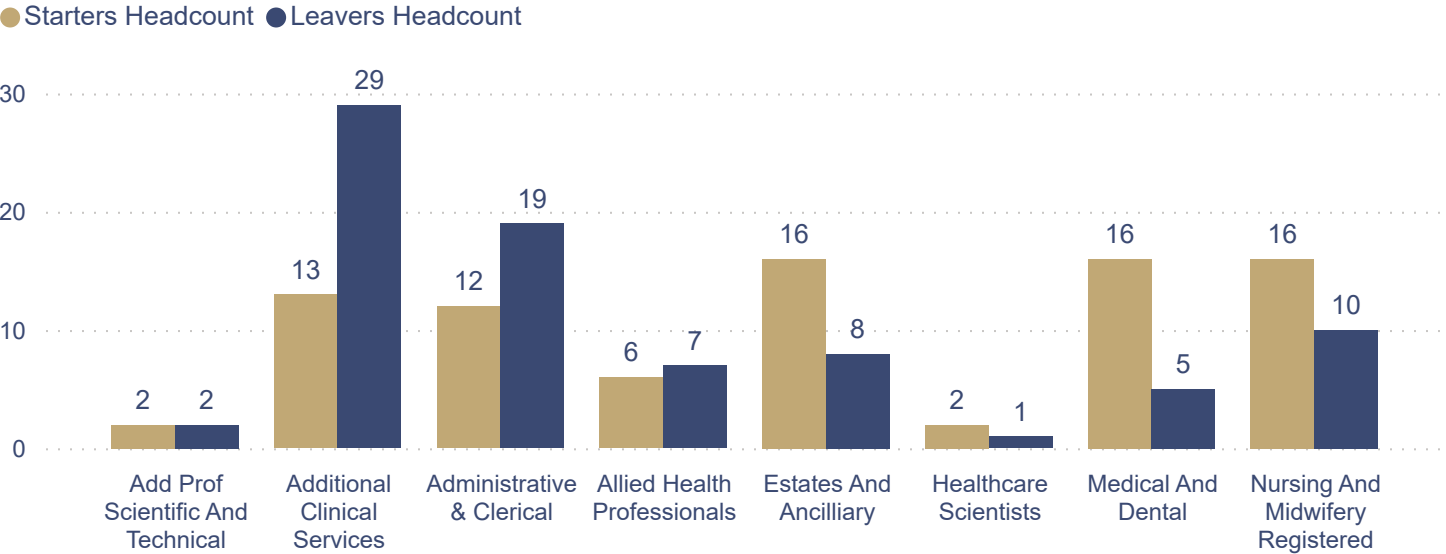
● Starters Headcount ● Leavers Headcount
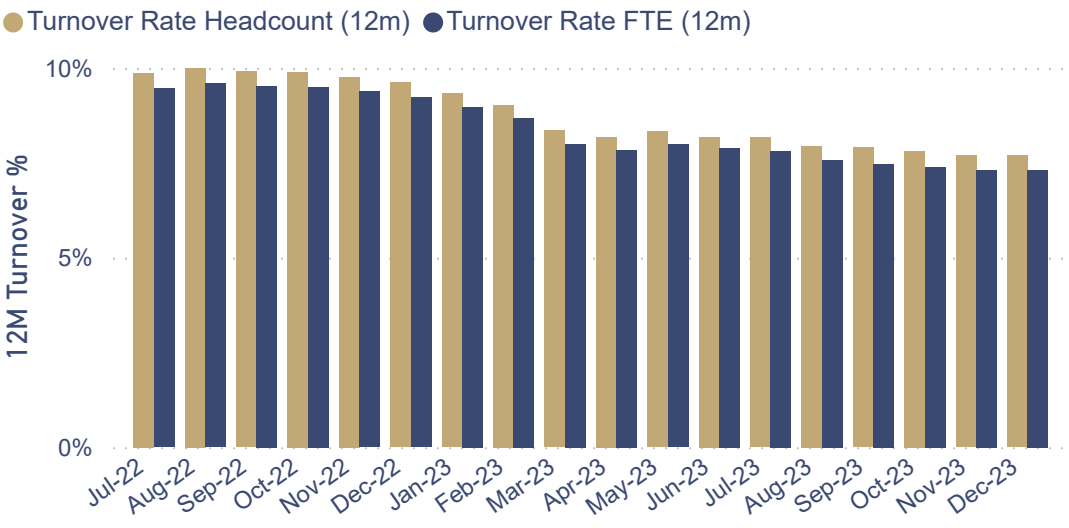
Starters and Leavers Headcount by Staff Group in the last 12 Months

● Starters Headcount 12M ● Leavers Headcount 12M

2/23

GIG
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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board
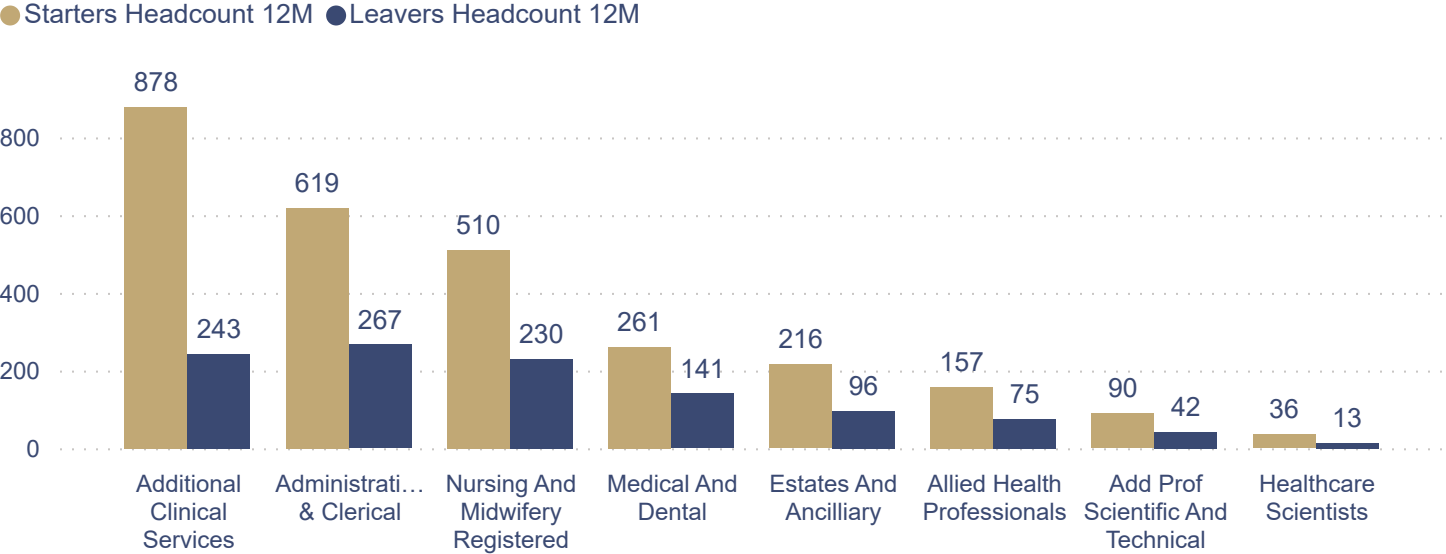
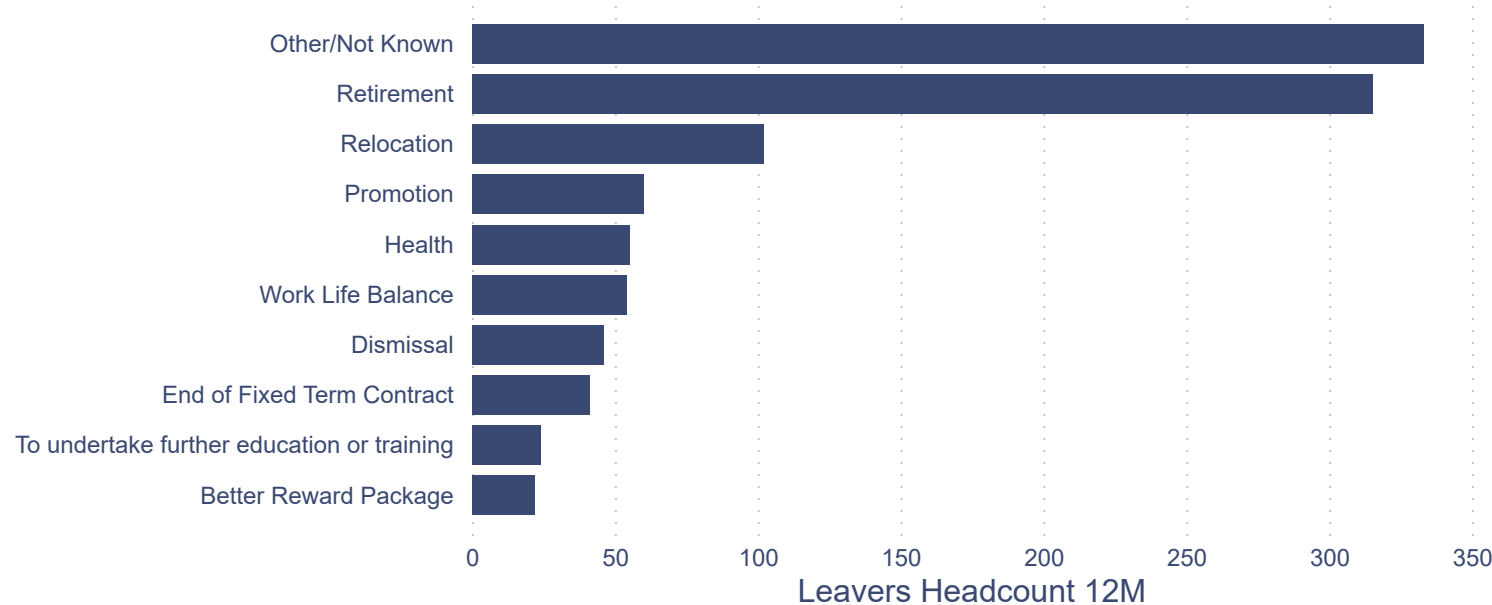## 12m Leavers Headcount by Length of Service

LoS Group ● Less than 1 Year ● 1-3 Years ● 4-5 Years ● 5-10 Years ● Over 10 Years

- 21.98%
- 33.1%
- 7.83%
- 8.1%
- 29%

Reasons for Leaving - Exit Interview Themes

Top 10 Reasons for Leaving in the last 12 Months

- Other/Not Known
- Retirement
- Relocation
- Promotion
- Health
- Work Life Balance
- Dismissal
- End of Fixed Term Contract
- To undertake further education or training
- Better Reward Package

Leavers Headcount 12M

- 305 Employees Retired
- 137 of these Returned
- 135 Remain in Post 31 Dec 23
- 118.55 WTE on Leaving
- 70.44 WTE on Return
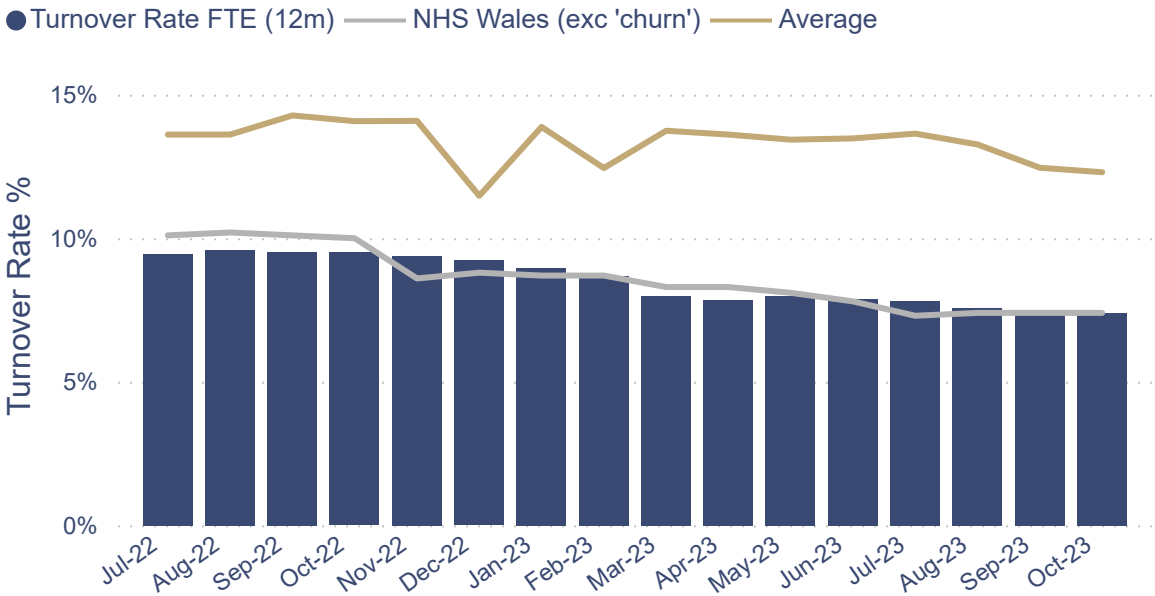- 69.04 WTE Remain in Post 31 Dec 23
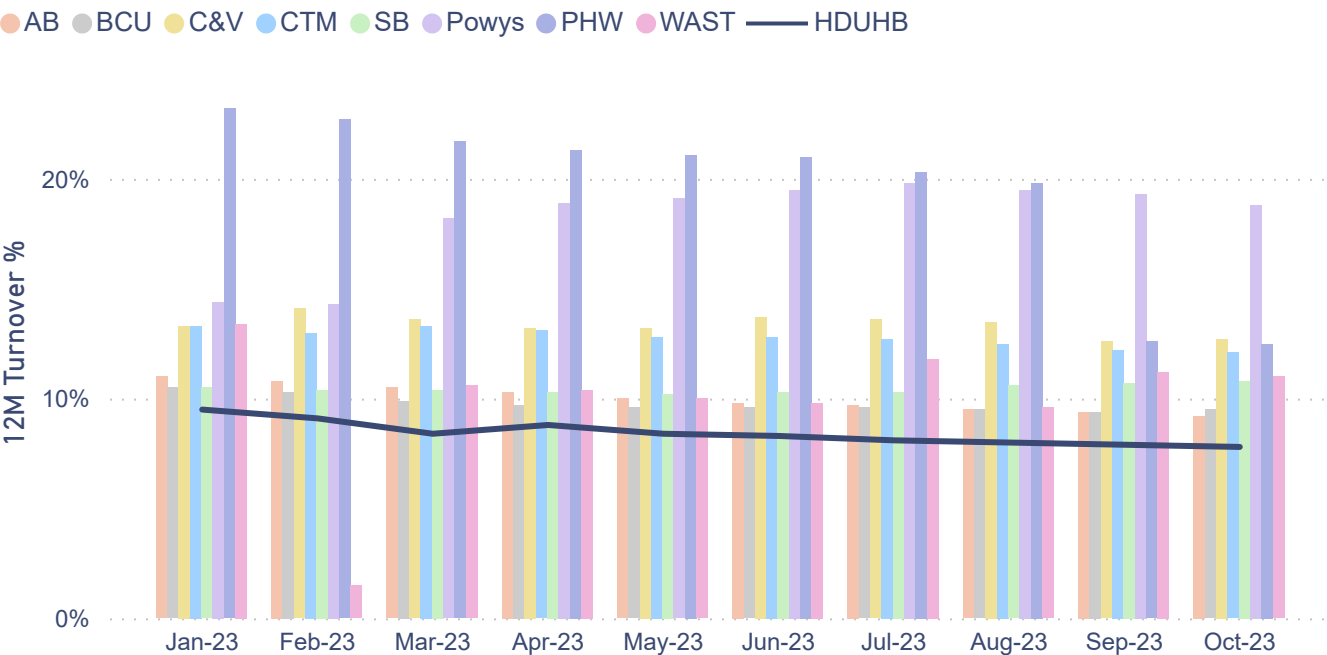
Turnover Benchmarking as at October 2023

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

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

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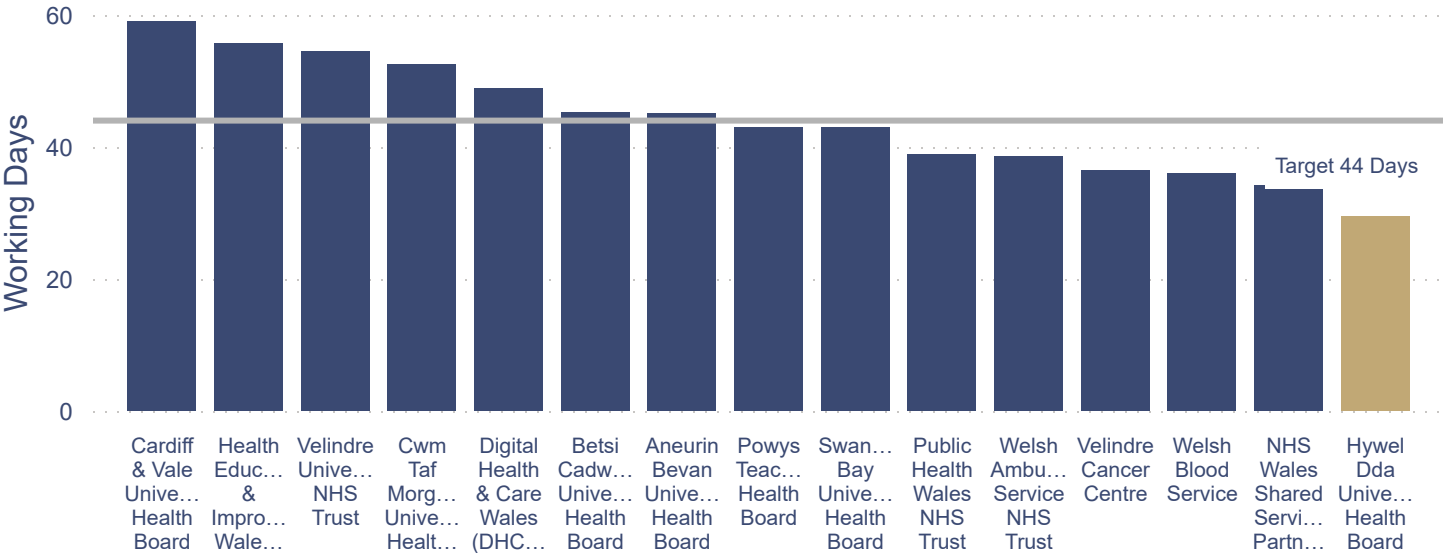
● Turnover Rate FTE (12m)　── NHS Wales (exc 'churn')　── Average

12M Turnover Rate compared to other Health Boards

● AB　● BCU　● C&V　● CTM　● SB　● Powys　● PHW　● WAST　── HDUHB

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

Working Days

Target 44 Days

Cardiff & Vale Unive… Health Board | Health Educ… & Impro… Wale… | Velindre Unive… NHS Trust | Cwm Taf Morg… Unive… Healt… | Digital Health & Care Wales (DHC… | Betsi Cadw… Unive… Health Board | Aneurin Bevan Unive… Health Board | Powys Teac… Health Board | Swan… Bay Unive… Health Board | Public Health Wales NHS Trust | Welsh Ambu… Service NHS Trust | Velindre Cancer Centre | Welsh Blood Service | NHS Wales Shared Servi… Partn… | Hywel Dda Unive… Health Board

Vacancy Creation to ready for Start Date compared to other Orgs and Target of 71 days

Working Days

Target 71 Days

Aneurin Bevan Unive… Health Board | Cardiff & Vale Unive… Health Board | Cwm Taf Morg… Unive… Health Board | Welsh Amb… Service NHS Trust | Velin… Cancer Centre | Velin… Unive… NHS Trust | Betsi Cadw… Unive… Health Board | NHS Wales Shared Servi… Partn… | Swan… Bay Unive… Health Board | Powys Teac… Health Board | Digital Health & Care Wales (DHC… | Public Health Wales NHS Trust | Health Educ… & Impro… Wales (HEIW) | Welsh Blood Service | Hywel Dda Unive… Health Board

DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
Jul-22	108	108	6	100.0%
Aug-22	124	126	4	100.0%
Sep-22	186	185	3	100.0%
Oct-22	211	210	5	99.5%
Nov-22	100	99	5	100.0%
Dec-22	80	77	4	100.0%
Jan-23	179	147	3	100.0%
Feb-23	131	132	8	100.0%
Mar-23	143	141	7	100.0%
Apr-23	142	132	2	100.0%
May-23	153	146	3	100.0%
Jun-23	103	102	3	100.0%
Jul-23	120	120	3	99.2%
Aug-23	119	115	7	100.0%
Sep-23	170	171	5	100.0%
Oct-23	207	200	6	100.0%
Nov-23	180	174	6	100.0%
Dec-23	111	107	10	100.0%

Time to Hire by Staff Group

Staff Group	Hywel Dda University Health Board	Cardiff & Vale University Health Board	Swansea Bay University Health Board	Betsi Cadwaladr University Health Board
APST		73.3	61.2	81.0
HS	44.0	88.7	49.9	100.3
AHP	48.9	92.7	68.2	91.4
NMR	49.8	102.9	74.7	71.9
ACS	51.2	88.3	75.0	68.7
EA	54.4	66.8	90.3	68.9
A&C	54.8	92.6	56.2	76.7

Followers on Social Media

Facebook ● LinkedIn ● Twitter / X

Number of Followers: 20,268 (Jan-23), 20,981 (Mar-23), 22,006 (May-23), 22,655 (Jul-23), 23,308 (Sep-23), 23,724 (Nov-23)
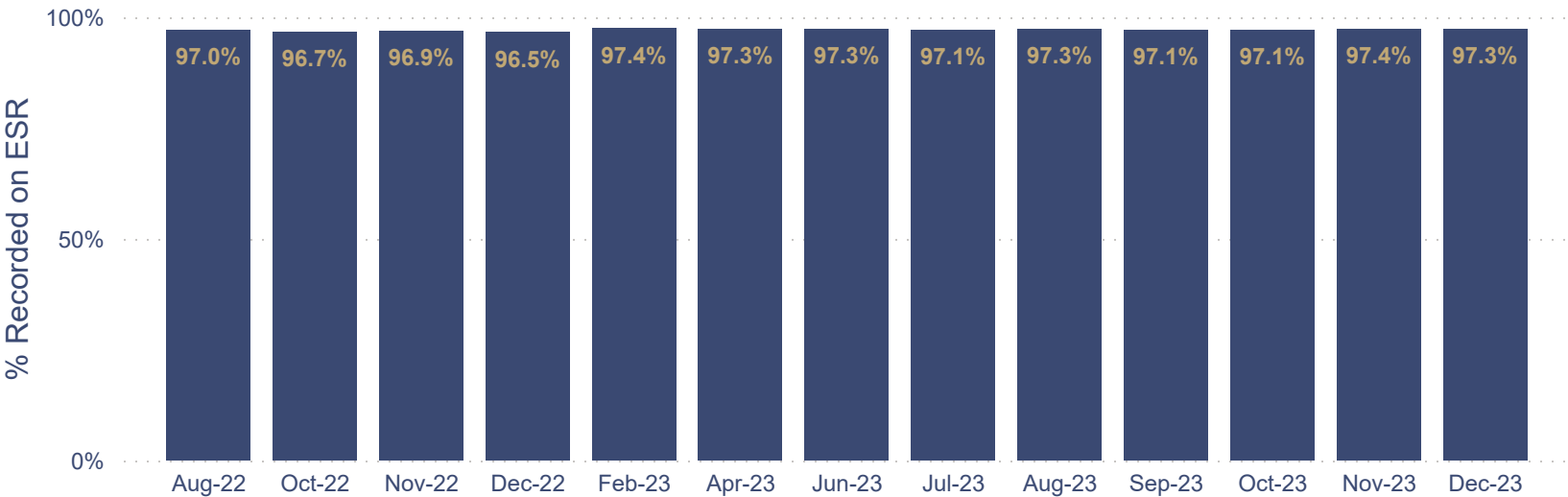
Recruitment Checks by Health Board

Org	Time to approve vacancy request	Time to advertise	Duration of advertising	Time to move to shortlisting	Time to Shortlist	Time to update interview outcomes
Aneurin Bevan University Health Board	14.4	1.8	8.9	1.0	6.0	4.3
Betsi Cadwaladr University Health Board	7.6	1.8	10.0	1.0	5.9	2.3
Cardiff & Vale University Health Board	14.6	1.8	10.1	1.0	8.1	3.5
Cwm Taf Morgannwg University Health Board	19.5	1.8	8.9	1.0	7.1	2.3
Digital Health & Care Wales (DHCW)	0.9	1.9	9.1	1.0	16.0	5.8
Hywel Dda University Health Board	5.9	1.4	9.3	1.0	2.4	1.3
NHS Wales Shared Services Partnership	9.9	1.9	8.3	1.0	5.2	2.7
Powys Teaching Health Board	7.2	1.8	10.1	1.0	6.6	1.7
Public Health Wales NHS Trust	2.9	1.6	9.0	1.0	4.6	2.3
Swansea Bay University Health Board	7.4	1.6	8.1	1.0	6.7	4.6
Velindre Cancer Centre	1.6	2.3	7.7	1.0	5.7	1.1
Velindre University NHS Trust	1.0	1.8	12.8	1.0	9.0	4.7
Welsh Ambulance Service NHS Trust	9.6	1.5	8.1	1.0	8.1	2.4
Welsh Blood Service	3.0	1.8	9.0	1.0	9.0	1.0
Health Education & Improvement Wales (HEIW)	5.3	1.6	9.9	1.1	4.7	2.2
Target	10.0	2.0	10.0	2.0	3.0	3.0

Month on Month Recruitment Volumes Medical & Dental

Month	Number of FTE advertised	Number of posts advertised
Apr-23	35.10	28.00
May-23	49.70	38.00
Jun-23	31.50	23.00
Jul-23	56.20	35.00
Aug-23	47.30	29.00
Sep-23	23.50	21.00
Oct-23	42.90	37.00
Nov-23	22.93	20.00
Dec-23	24.00	18.00

Medical Recruitment December 23

Trac Recruitment Health Check	Target	Average Jul23 - Dec23	Time to Target
Time to notify Recruitment of Interview Outcome	3	2.3	-0.7
Time to Send Interview invites	2	2.6	0.6
Time to Approve Vacancies	10	3.7	-6.3
Time to Shortlist	3	7.5	4.5
Time to Send conditional offer	4	11.6	7.6
Time from Notice to Authorisation Start Date	5	43.6	38.6

Month on Month Recruitment Volumes (Excluding M&D)

Month	Number of FTE advertised	Number of posts advertised
Apr-23	294.6	232
May-23	487.6	344
Jun-23	217.1	202
Jul-23	266.6	255
Aug-23	318.8	294
Sep-23	262.7	228
Oct-23	195.5	186
Nov-23	215.5	192
Dec-23	135.5	129

Welsh Language Skills as at December 2023

Welsh Language Skills Recorded on ESR

Bar chart showing % Recorded on ESR by month:
- Aug-22: 97.0%
- Oct-22: 96.7%
- Nov-22: 96.9%
- Dec-22: 96.5%
- Feb-23: 97.4%
- Apr-23: 97.3%
- Jun-23: 97.3%
- Jul-23: 97.1%
- Aug-23: 97.3%
- Sep-23: 97.1%
- Oct-23: 97.1%
- Nov-23: 97.4%
- Dec-23: 97.3%

Welsh Language Skills recorded on ESR

35.4%
Level 2 (Foundation / Sylfaen) & Above

26.3%
Level 3 (Intermediate / Canolradd) & Above
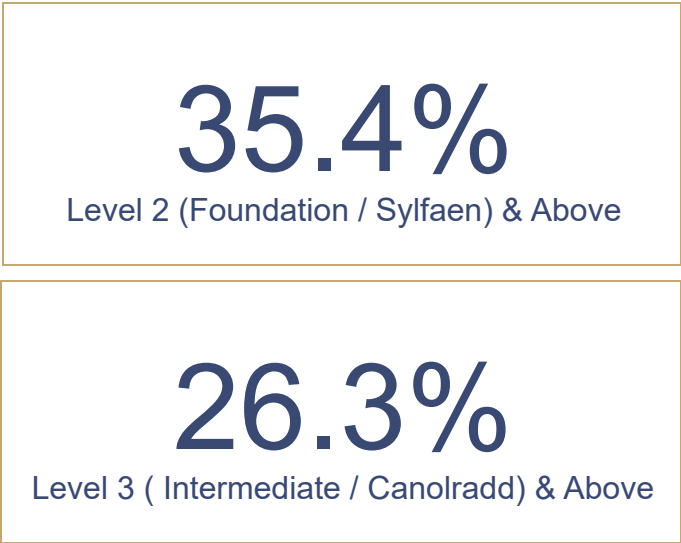
Number of employees by Staff Group that have not recorded Welsh Language Skills on ESR

Bar chart of Number of Employees by staff group:
- Nursing and Midwifery Registered: 132
- Medical and Dental: 122
- Estates and Ancillary: 39
- Additional Clinical Services: 16
- Administrative and Clerical: 15
- Allied Health Professionals: 7
- Add Prof Scientific and Technic: 3

Job Evaluation Activity
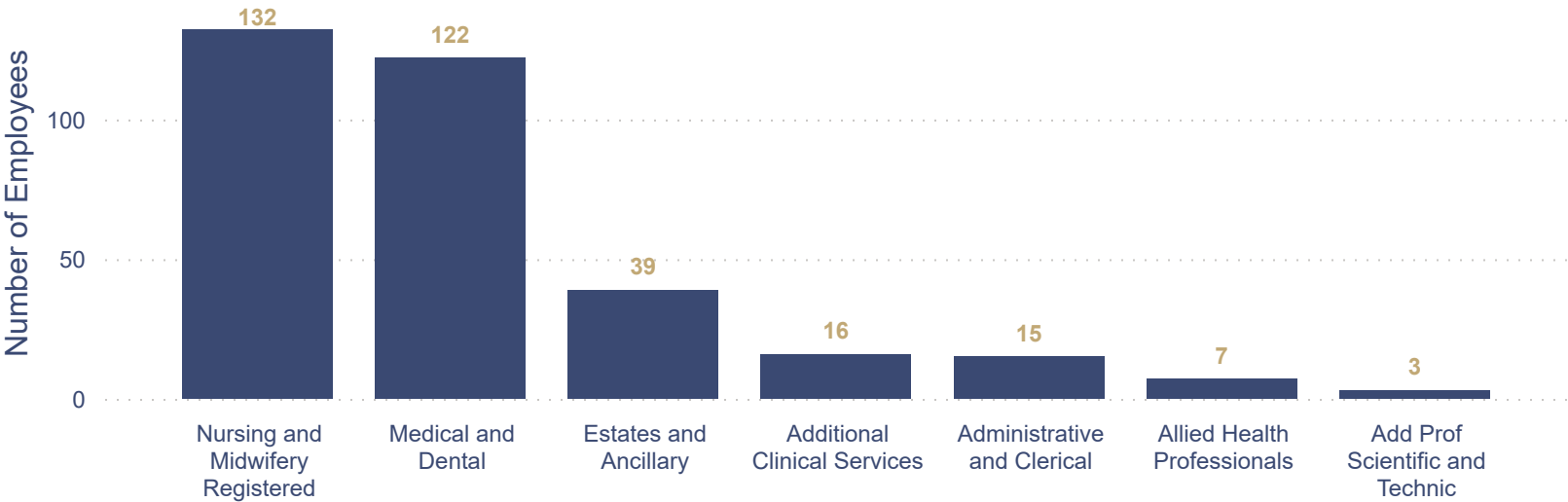
Activity - Waiting to be Matched and KPI breaches by Week

● Panel hours — In breach of KPI — Waiting to be matched
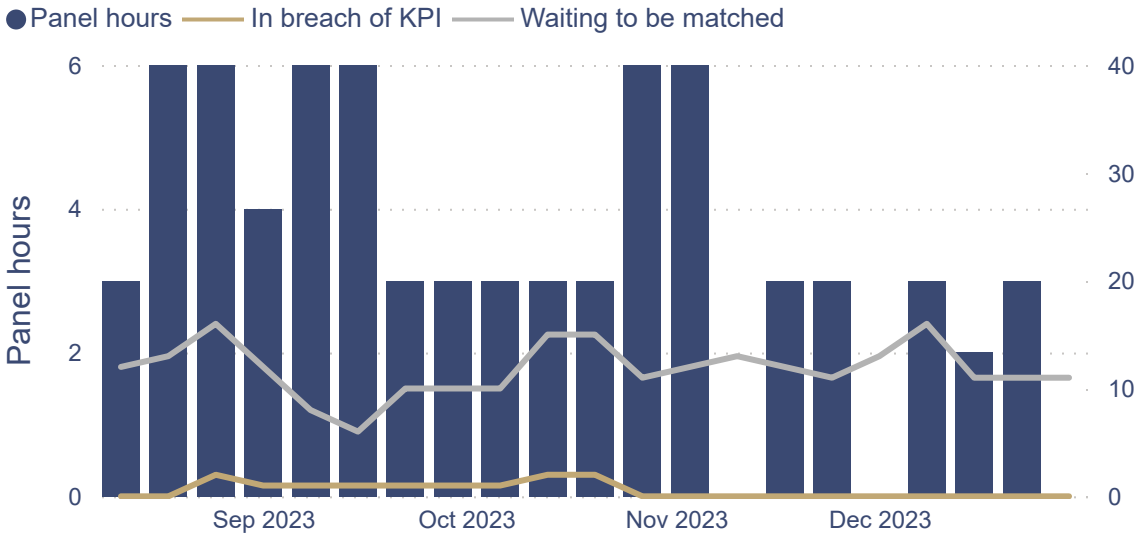
Total live JDs compared to Panel Hours - by Week

● Panel hours — Total live JDs
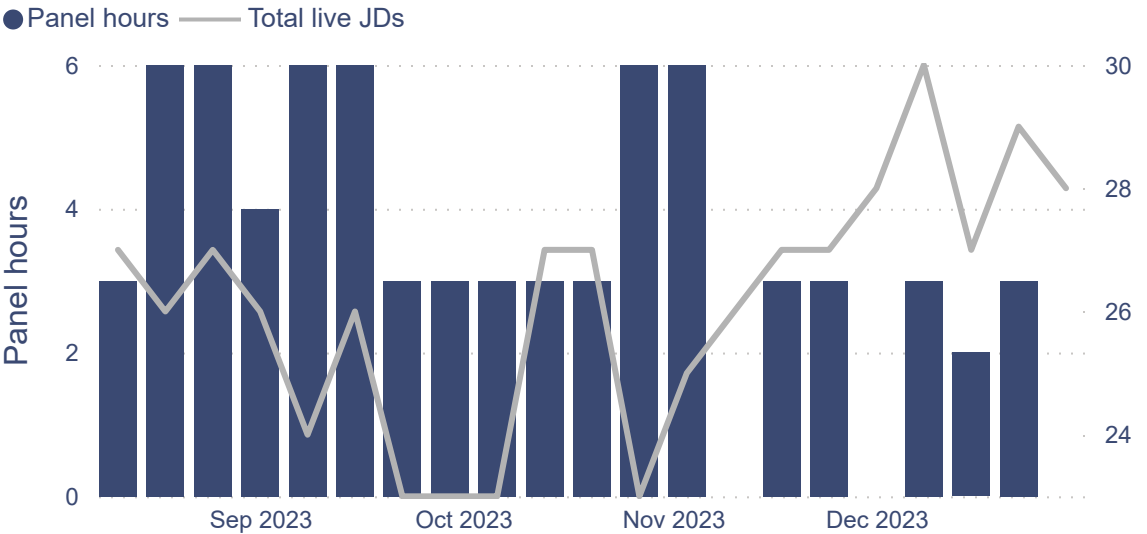
Activity - for Review Outside Panel and KPI breaches by Week

● JDs waiting for review outside panel — In breach of KPI
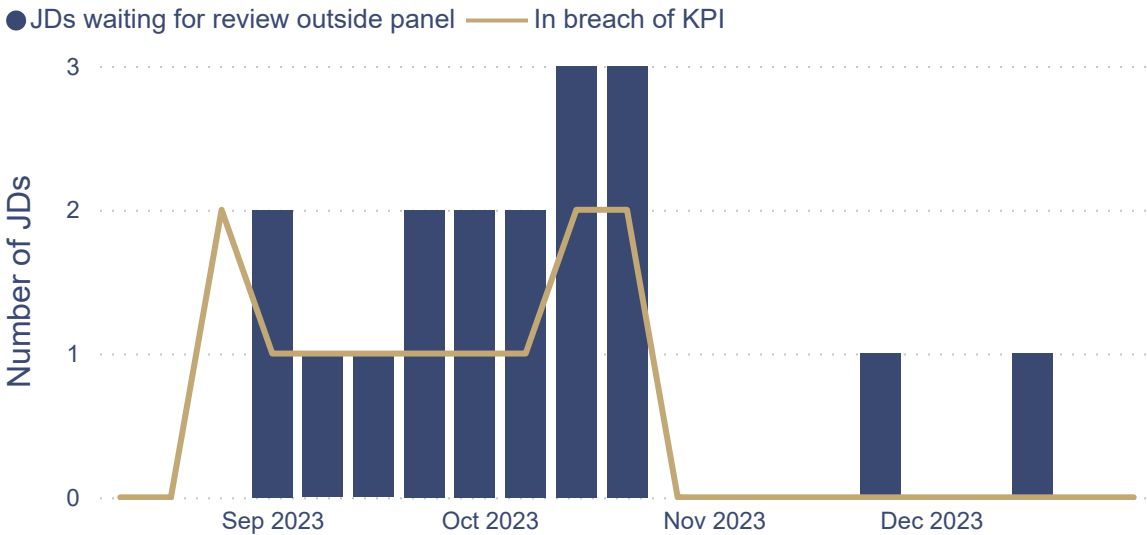
Volume - New and for Review by Week
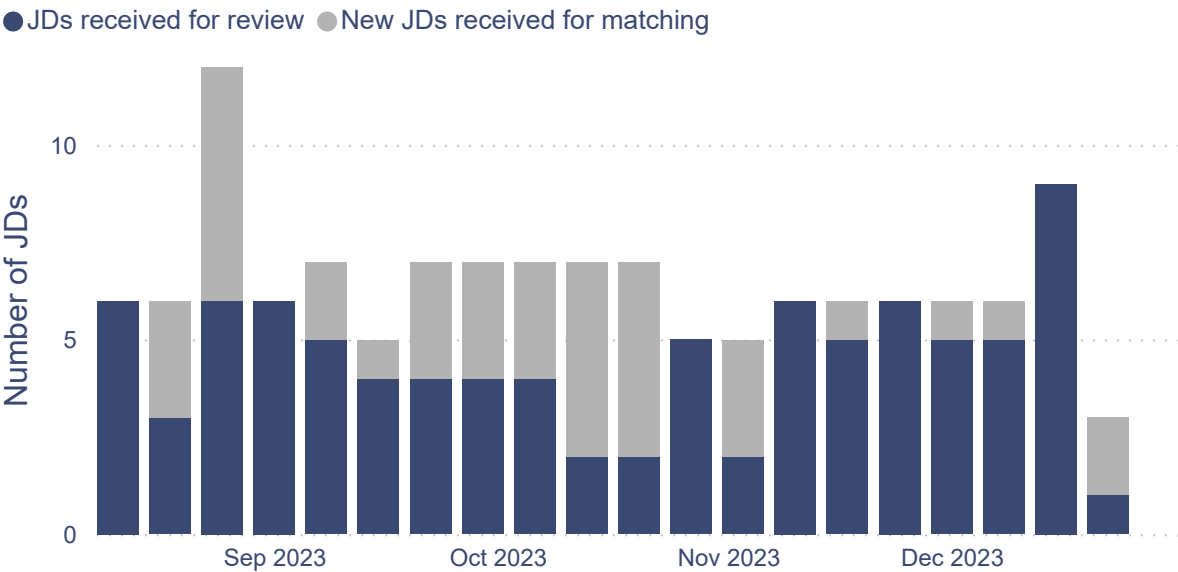
● JDs received for review ● New JDs received for matching

GIG
CYMRU
NHS
WALES | Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Staff Engagement Year on Year / Month on Month

Year Of Survey	Sent to	Number completed	Response Rate	Engagement Score
2023 Sample in January	1006	144	14.3%	74.0%
2023 Sample in February	1010	162	16.0%	75.0%
2023 Sample in March	999	168	16.8%	75.0%
2023 Sample in April	1001	178	17.8%	72.0%
2023 Sample in May	990	181	18.3%	74.0%
2023 Sample in June	994	175	17.6%	76.0%
2023 Sample in July	985	181	18.4%	74.0%
2023 Sample in August	1002	170	17.0%	73.0%
2023 Sample in September	972	182	18.7%	74.0%
2023 Sample in October	988	161	16.3%	74.0%
2023 Sample in November	997	152	15.2%	73.0%
2023 Sample in December	977	107	11.0%	72.0%

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

Jul-23
71.8%

Aug-23
64.1%

Sep-23
75.8%

Oct-23
68.9%

Nov-23
71.1%

Dec-23
67.3%

Engagement Score by Staff Group

Role	Engagement Score
Allied Health Professionals	78.6%
Nursing and Midwifery	77.0%
Medical and Dental	76.9%
Other Clinical Services	73.1%
Administrative and Clerical	72.4%
Healthcare Scientists	66.7%
Estates, Facilities & Support Services	0.0%

Please note 0% would represent either no respondents in this months survey or less than 5 which are removed to uphold anonymity
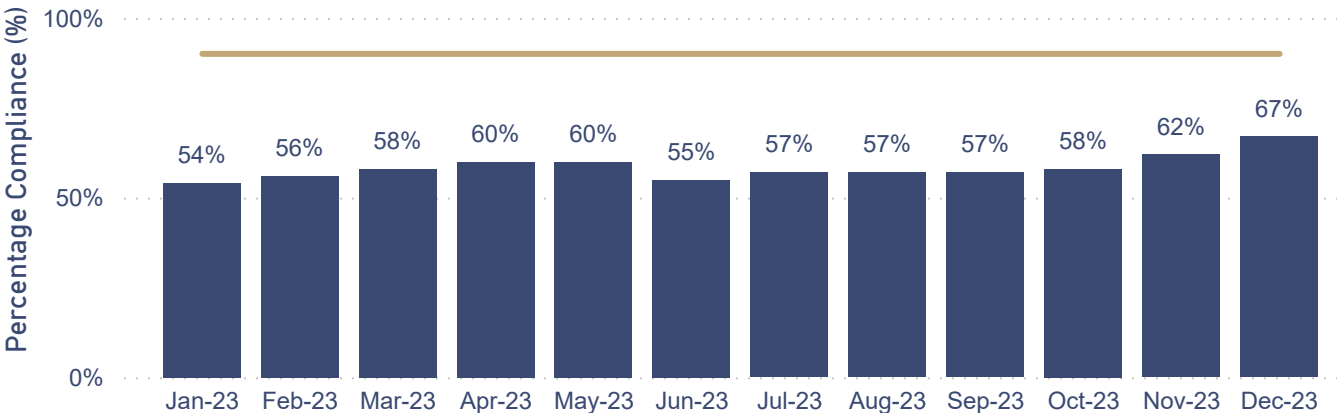
PADR & Medical Appraisal Compliance to NHS Wales Performance and 85% Target

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

Combined Compliance values: 70.0%, 71.6%, 73.0%, 74.6%, 75.5%, 76.6%, 78.0%, 77.4%, 76.5%, 75.0%, 76.5%, 77.1%
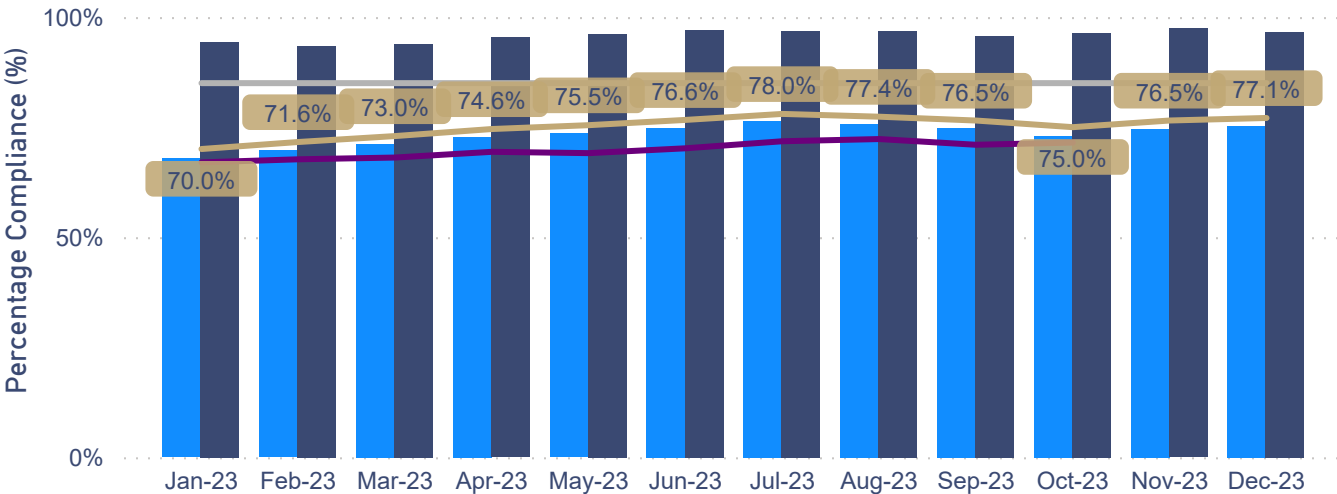
Consultant/SAS doctors with a current Job Plan (Current is within 12 Months) against 90% Target

● Actual —— Target

Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
54%	56%	58%	60%	60%	55%	57%	57%	57%	58%	62%	67%

9/23

Sickness levels as at December 2023

GIG CYMRU NHS WALES — Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

% FTE Absent In month & Rolling 12M

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

Chart values (in-month % FTE Absent):

Month	%
Jul-22	6.8%
Aug-22	5.9%
Sep-22	6.1%
Oct-22	6.6%
Nov-22	6.7%
Dec-22	7.6%
Jan-23	6.4%
Feb-23	5.9%
Mar-23	6.0%
Apr-23	5.8%
May-23	5.3%
Jun-23	5.3%
Jul-23	5.8%
Aug-23	5.9%
Sep-23	6.1%
Oct-23	6.4%
Nov-23	6.5%
Dec-23	6.9%
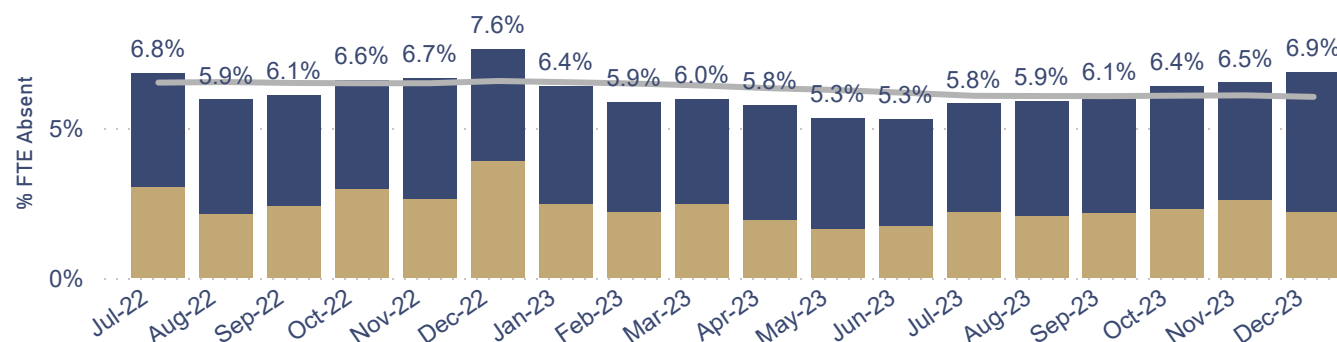
Absence Reason where Absent FTE % > 0.45%

Absence Reason	Oct-23	Nov-23	Dec-23
S10 Anxiety/stress/depression/other psychiatric illnesses	1.9%	2.0%	2.2%
S13 Cold, Cough, Flu - Influenza	0.7%	0.7%	0.8%
S12 Other musculoskeletal problems	0.5%	0.6%	0.6%
S25 Gastrointestinal problems	0.6%	0.5%	0.5%

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

% FTE Absent	Increase/Decrease from Prior Month	Increase/Decrease from Same Period Last Year
6.9%	0.37% ⬆	-0.75% ⬇

In Month Absence FTE % by Staff Group

| Staff Group	Oct-23	Nov-23	Dec-23
Nursing and Midwifery Registered	2.0%	2.1%	2.2%
Additional Clinical Services	2.0%	2.0%	2.1%
Administrative and Clerical	1.0%	1.0%	1.1%
Estates and Ancillary	0.9%	0.9%	1.0%
Allied Health Professionals	0.3%	0.3%	0.3%
Medical and Dental	0.1%	0.1%	0.1%
Add Prof Scientific and Technic	0.1%	0.1%	0.1%
Healthcare Scientists	0.0%	0.0%	0.1%
Total	**6.4%**	**6.5%**	**6.9%**

Directorates with Absent FTE % > 4.9%

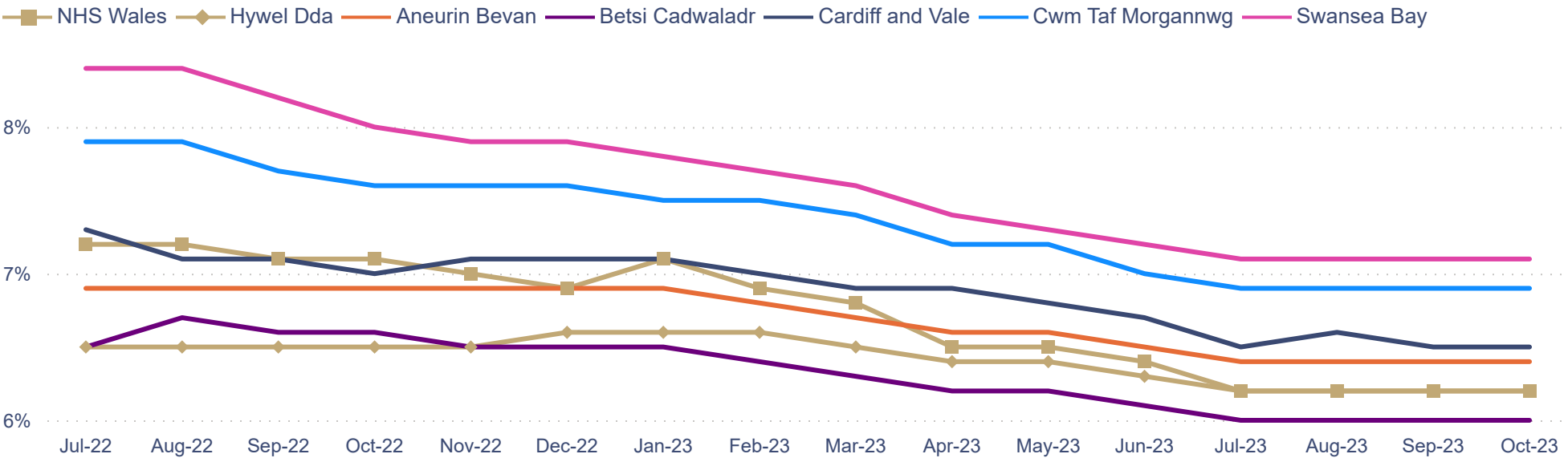| Directorate	Dec-23 % FTE ST Absent	% FTE LT Absent	% FTE Absent	Rolling 12M % FTE
FACILITIES	3.09%	8.71%	11.8%	9.1%
PEMBROKESHIRE COUNTY	3.07%	8.18%	11.2%	7.2%
OPERATIONS DIR MANAGEMENT	2.62%	6.60%	9.2%	6.5%
UNSCHEDULED CARE PRINCE PHILIP	2.89%	6.23%	9.1%	8.2%
CARMARTHENSHIRE COUNTY	2.61%	6.35%	9.0%	8.4%
PUBLIC HEALTH	1.47%	6.44%	7.9%	6.1%
PRIMARY CARE	2.44%	5.37%	7.8%	6.7%
UNSCHEDULED CARE WITHYBUSH	3.36%	3.85%	7.2%	7.3%
UNSCHEDULED CARE GLANGWILI	2.97%	4.16%	7.1%	6.3%
UNSCHEDULED CARE BRONGLAIS	2.08%	4.95%	7.0%	6.2%
NURSING	1.49%	5.43%	6.9%	5.2%
CEREDIGION COUNTY	1.58%	5.19%	6.8%	5.6%
RADIOLOGY	2.16%	4.30%	6.5%	5.7%
WOMEN & CHILDREN	1.57%	4.88%	6.4%	5.5%
MENTAL HEALTH & LEARNING DISABILITIES	1.83%	4.07%	5.9%	5.7%
PLANNED CARE	2.04%	3.34%	5.4%	5.6%
PERFORMANCE				6.2%

10/23

Sickness benchmarking as at October 2023

Please note that NHS Wales Benchmarking figures are currently only up to October 2023 as such the Hywel Dda figures on this page are also as at October 2023

Sickness absence FTE % October 2023 performance compared to other Health Boards and NHS Wales
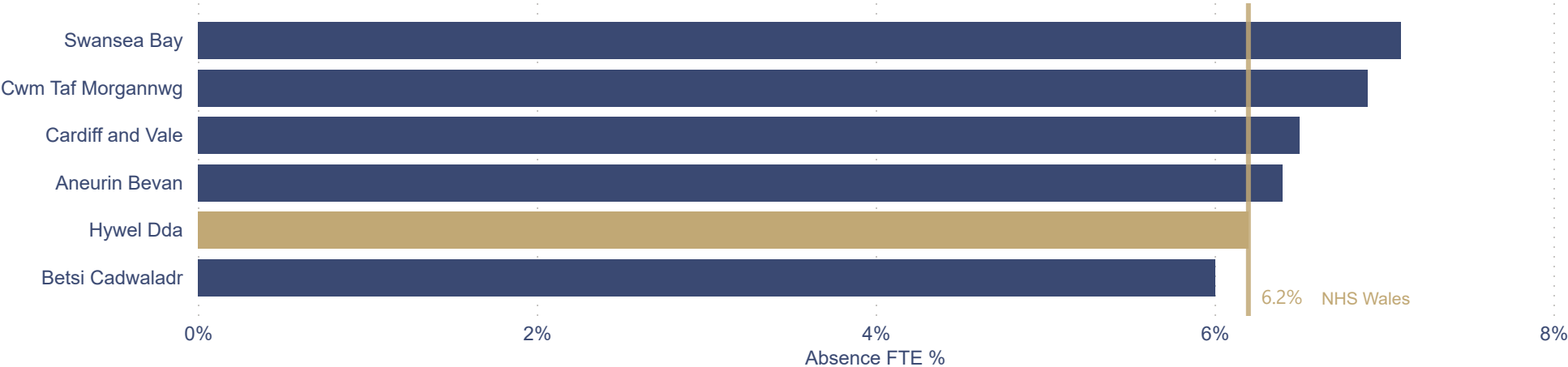
Rolling 12M sickness absence rates Jan '22 - Oct '23

Occupation Health Activity

Appointments booked & percentage not attended

● Attended   — DNA (%)

Cohort Work Item
Contract ended 30th Nov 23

15,765

Telephone Calls

6,594

Emails

12,586

Doctor - Waiting Time Weeks

6

Nurse - Waiting Time Weeks

4

Physiotherapist - Waiting Time Weeks

6
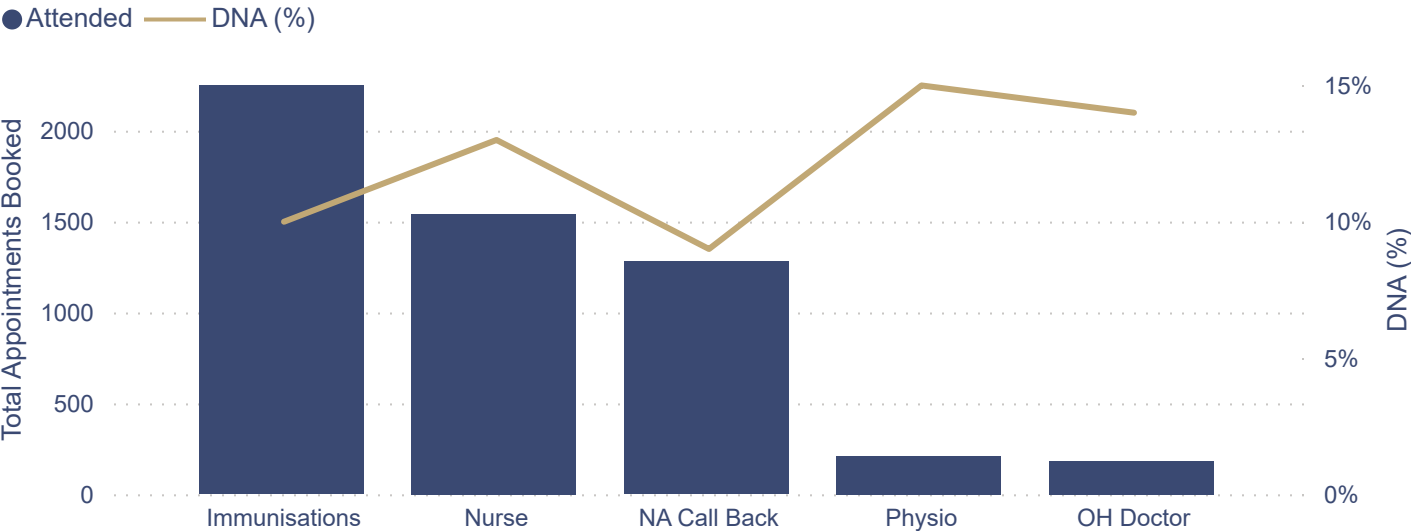
Pre-Employment Clearances	Target (Working days)	Performance	Year to date Dec-23	Compliance
Occupational Health clearance	5	0-5 Days	2,659	94%
		6-10 Days	102	4%
		11 Days +	76	3%

Self Referrals	Target (Working days)	Performance	Year to date Dec-23	Compliance
Receipt to triage	2	0-2 Days	168	100%
		3-10 Days	0	0%
		11 Days +	0	0%
Receipt to first offered appointment	20	0-20 Days	135	80%
		21-30 Days	21	13%
		30 Days +	12	7%

Management Referrals	Target (Working days)	Performance	Year to date Dec-23	Compliance
Receipt to triage	2	0-2 Days	138	70%
		3-10 Days	58	30%
		11 Days +	0	0%
Receipt to first offered appointment	20	0-20 Days	1146	69.6%
		21-30 Days	441	26.8%
		30 Days +	59	3.6%

Staff Psychological Wellbeing Activity
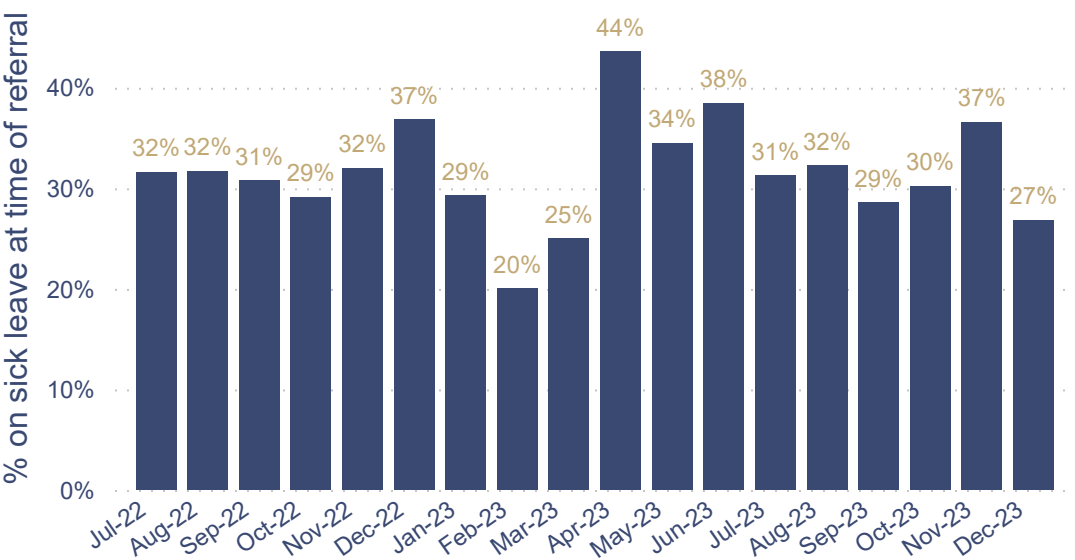
Total No. Referrals
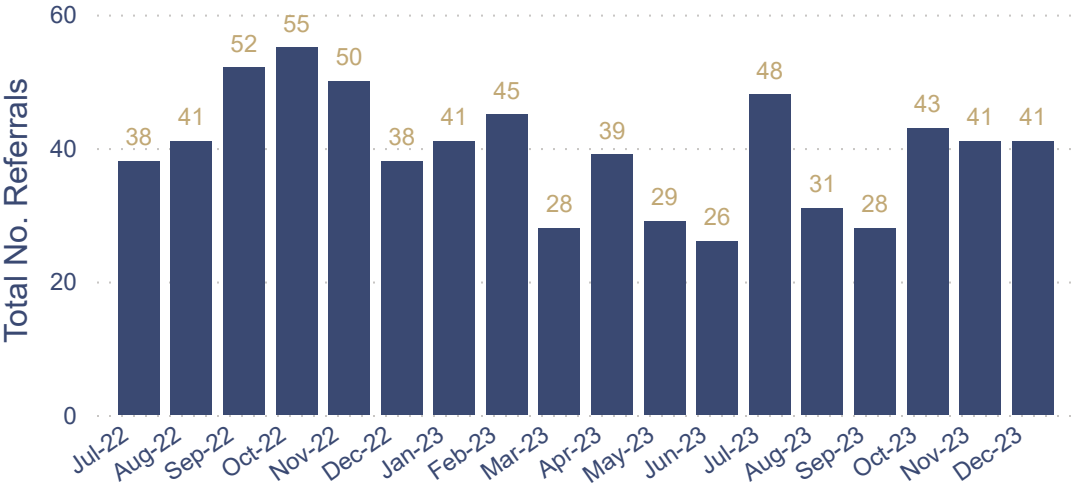
SPWBS Total Appointments Booked
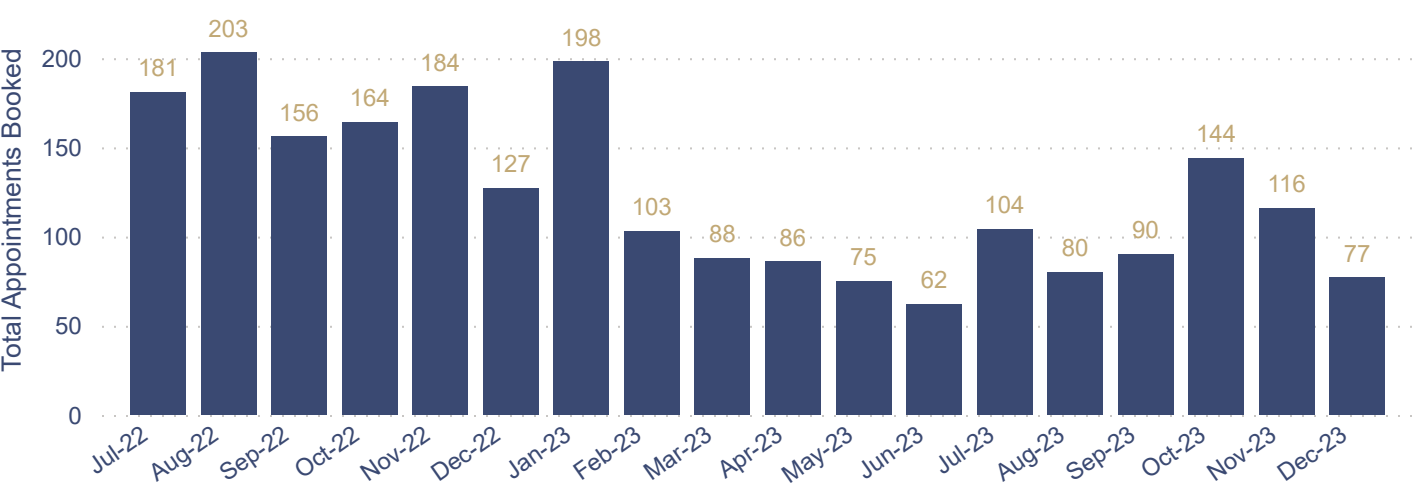
% on sick leave at time of referral

Maximum Waiting Time (Weeks)

Month Name	2022/2023	2023/2024
April		11
May		9
June		7
July	4.5	8
August	4.5	8
September	5	6
October	6	4
November	7	4
December	7.5	5
January	6	
February	6	
March	10	

Unique SharePoint Viewers

Sep-23
139

Oct-23
192

Nov-23
160

Dec-23
121

HEIW Career Framework

Career Framework Data

Legend:
- Sum of HDUHB - 2018
- Sum of HDUHB -2019
- Sum of HDUHB -2020
- Sum of HDUHB -2021
- Sum of HDUHB -2022
- Sum of All Wales -2018
- Sum of All Wales -2019
- Sum of All Wales -2020
- Sum of All Wales -2021
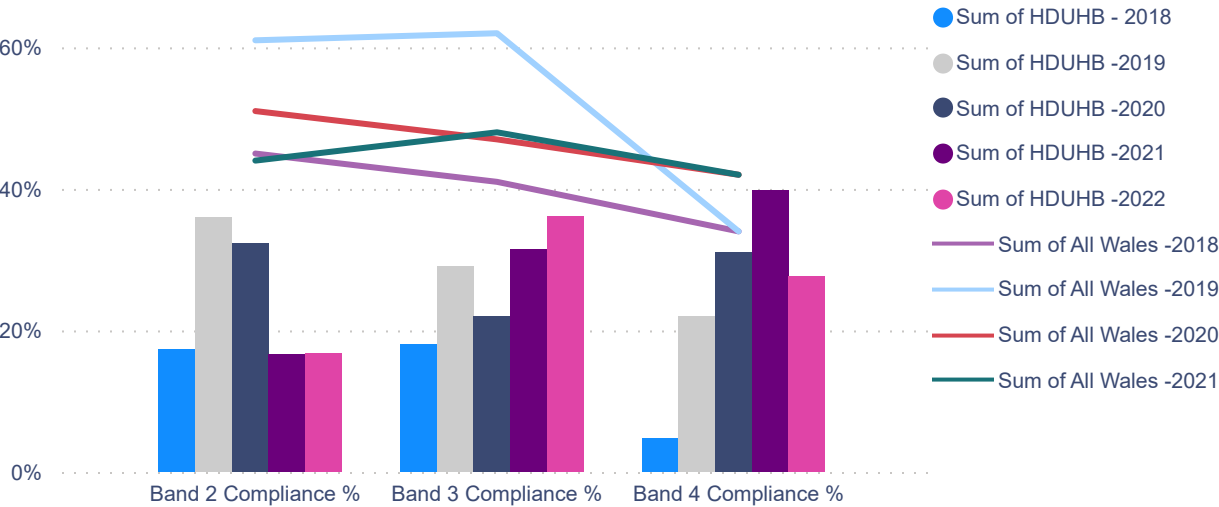
Please note that where zero percent is shown; there are minimal staff at this level for these professions. Please see headcount Table
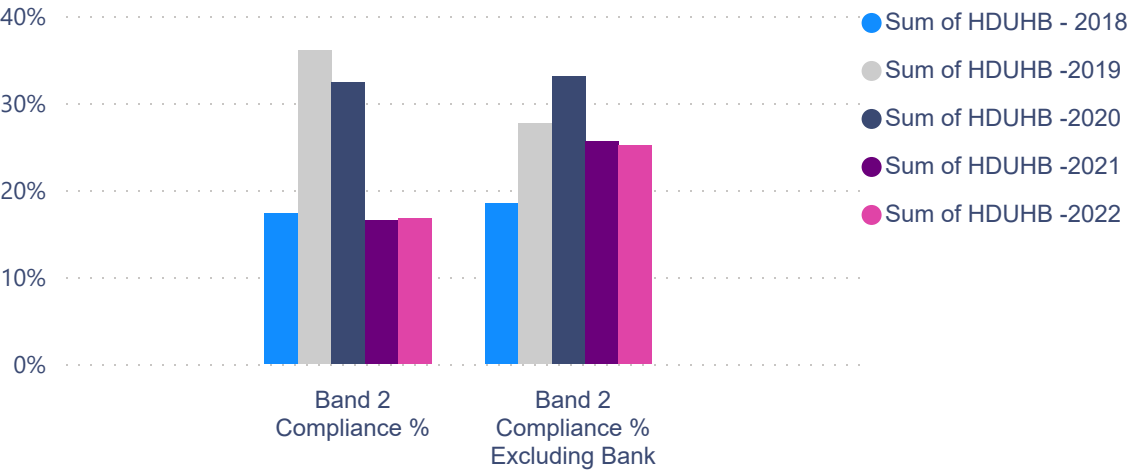
Career Framework- Percentage with requisite level of health related qualification

Profession	% Level 2	% Level 3	% Level 4
Bank / Temporary Staff (on Bank only contracts)	0.00	0.00	0.00
Dietetics	0.00	0.00	0.33
Maternity	0.20	0.00	0.00
Nursing Adult	0.25	0.33	0.35
Nursing Child	0.29	0.33	0.31
Nursing Community	0.32	0.51	0.58
Nursing Learning Disability	0.00	0.25	0.15
Nursing Mental Health	0.18	0.42	0.50
Occupational Therapy	0.00	0.67	0.11
Operating Theatres	0.26	0.52	0.83
Physiotherapy	0.00	0.43	0.26
Radiology	0.00	0.18	0.09
Speech and Language service	0.00	0.67	0.05

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank / Temporary Staff (on Bank only contracts)	587	2	63	0	16	0
Dietetics	0	0	2	0	12	4
Maternity	61	12	4	0	0	0
Nursing Adult	850	215	236	79	63	22
Nursing Child	35	10	24	8	39	12
Nursing Community	104	33	186	94	19	11
Nursing Learning Disability	0	0	55	14	13	2
Nursing Mental Health	80	14	108	45	2	1
Occupational Therapy	0	0	6	4	55	6
Operating Theatres	19	5	25	13	6	5
Physiotherapy	2	0	21	9	54	14
Radiology	0	0	34	6	11	1
Speech and Language service	0	0	3	2	19	1
Total	**1738**	**291**	**767**	**274**	**309**	**79**

Impact of Bank Compliance on Career Framework Data

Legend:
- Sum of HDUHB - 2018
- Sum of HDUHB -2019
- Sum of HDUHB -2020
- Sum of HDUHB -2021
- Sum of HDUHB -2022

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Volunteer Roles

- Befriending
- Meet & Greet
- Pharmacy
- Department Support
- Gardening

Active Volunteers

Year	Volunteers
2018	237
	302
2020	309
	353
2022	482
	288
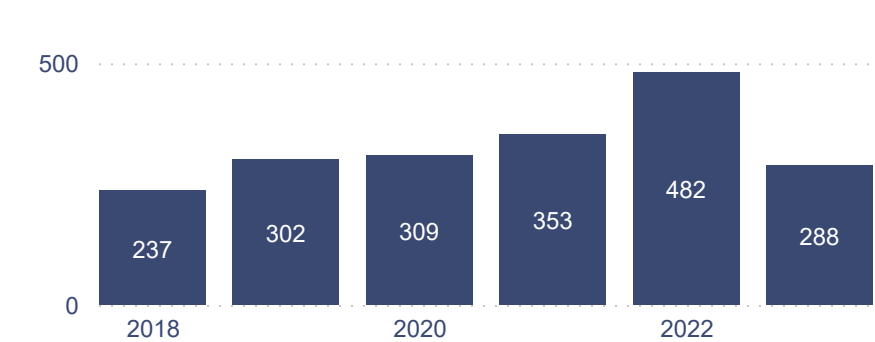
School Engagement

County	Valued Partner Schools						Increase since last report
Carmarthenshire	Ysgol Bro Myrddin	Ysgol Bryngwyn	Ysgol Coedcae	Ysgol Glan y Mor	Amman Valley Sch	Ysgol Strade Dyffryn Taf	↑ 2
Ceredigion	Canolfan Aeron	Canolfan Y Eos	Ysgol Bro Pedr	Ysgol Bro Teifi			
Pembrokeshire	Ysgol Bro Gwaun	Ysgol Caer Elen					

County	Non - Valued Partner Schools						Increase since last report
Carmarthenshire	St John Lloyds	St Michaels	Maes Y Gwendraeth	QE High	Ysgol Emlyn	Ysgol Bro Dinefwr	↑ 1
Ceredigion	Ysgol Henry Richar	Abereon High	Ysgol Penweddigg	Ysgol Penglais	Ysgol Uwrchradd		
Pembrokeshire	Haverfordwest High	Ysgol Harri Tudur	Ysgol Preseli	RedHill School	Green Hill		↑ 2

School Sessions

Legend: Carmarthenshire, Ceredigion, Pembrokeshire, Pupils Engaged

Month	Sessions Delivered
July	9
September	4
October	24
November	31
December	17
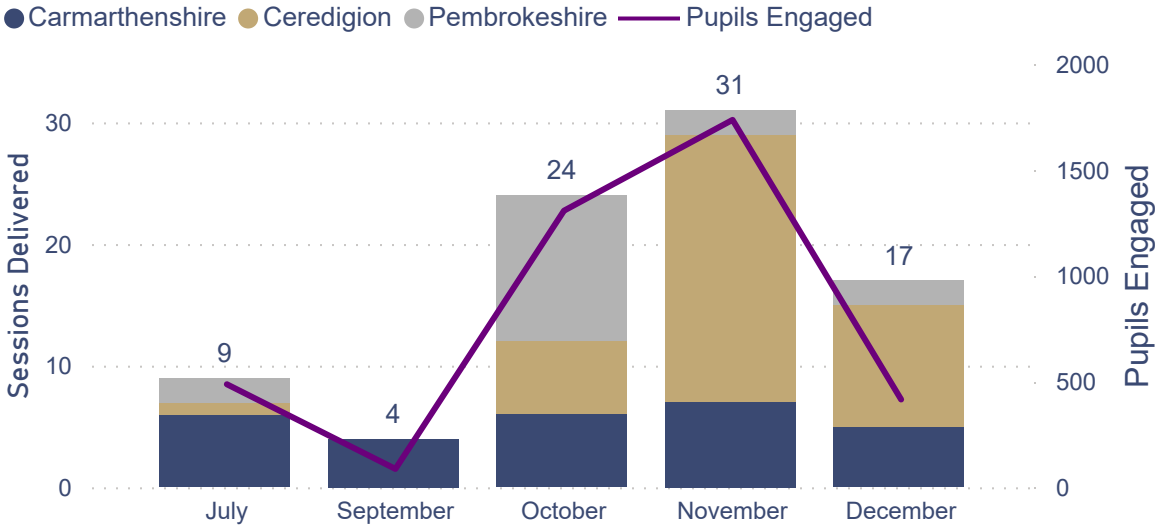
Engagement Events

County	Number of Events	People Engaged
Carmarthenshire	4	35
Ceredigion	4	145
Pembrokeshire	6	97

Work Based Learning

County	Number of Events	People Engaged
Carmarthenshire	2	54

15/23

22/30

Future Workforce Apprentices

Active Apprentices by Site

(Bar chart — Active Apprentices by Site)

Site	
WGH	
PPH	
Hafan Derwen	
Glien House	
GGH	
BGH	

Legend: ■2019 ■2021 ■2022 ■2023
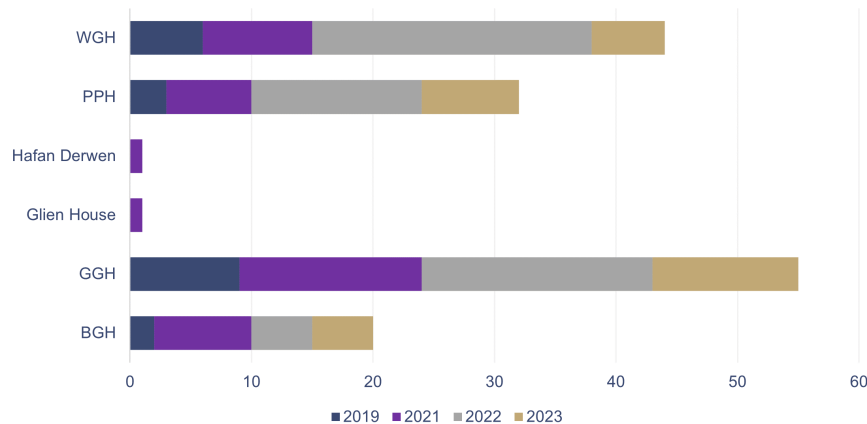
Gateway Review Pass Rate

Passed	2022 cohort	%
1st attempt	46	84%
2nd attempt	6	11%
3rd attempt	0	0%
HR process	3	5%

Percentage of Joint apprentices retained & continued onto the nursing apprenticeship

80% (gauge, 0% – 100%)
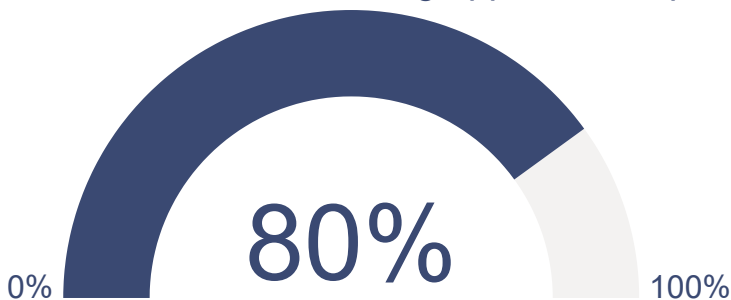
Apprentice Retention Rate

Cohort	Number started	Active	Completed	Overall Retention Rate
Healthcare 2019	50	20		40%
Physio Apprentice 2019	1		1	100%
Healthcare 2021	55	29		53%
Healthcare 2022	75	51		68%
Healthcare 2023	34	28		82%
Health and Social Care Joint 2022	10	8		80%
Patient Experience 2019	4		3	75%
Patient Experience 2021	5	2		40%
Workforce Development 2021	1	1		100%
Digital Services 2021	2	1		50%
Digital Services 2022	1	1		100%
Digital Services 2023	3	3		100%
Electrical Engineering 2021	3	2		66%
Electrical Engineering 2022	3	3		100%
Mechanical Engineering 2021	3	3		100%
Plumbing 2021	1	1		100%
Corporate Governance 2021	2	1		50%

Leavers between 1st July and 31st December by year
All routes

(Bar chart with categories:)
- Same career different organisation
- Unknown
- Termination
- Personal Circumstances
- Completed
- FT role offered in HB
- Programme not as expected
- Education
- Health

Legend: ■2019 ■2021 ■2022 ■2023

Learning & Development
Level 4 Certificate of Higher Education

Active Participants by County

County	Value
Pembrokeshire	23
Ceredigion	14
Carmarthenshire	37

Participants by Status

Status	Value
Active	74
Suspended	9
Completed	37
Withdrawn	45

Course Provider

Provider	Value
Swansea University	~152
Aberystwyth University	~13

Year 2 - Pathway Choice

Pathway	Value
Nursing Degree	~104
Assistant Practitioner	~46

17/23

Learning & Development
Part Time Nursing

Participants by Status

Status	Count
Active	123
Suspended	2
Defered	4
Awaiting	6
Withdrawn	16
Completed	68

Participants by County

County	Count
Carmarthenshire	112
Ceredigion	30
Pembrokeshire	77

Participants by Provider

Provider	Count
Swansea University	~158
Aberystwyth University	~0
Open University	~60
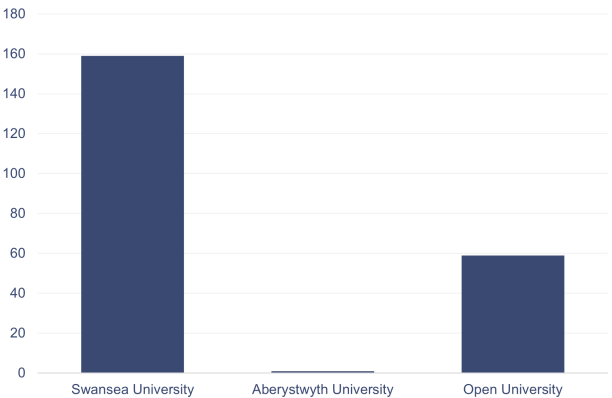
Participants by Degree Course

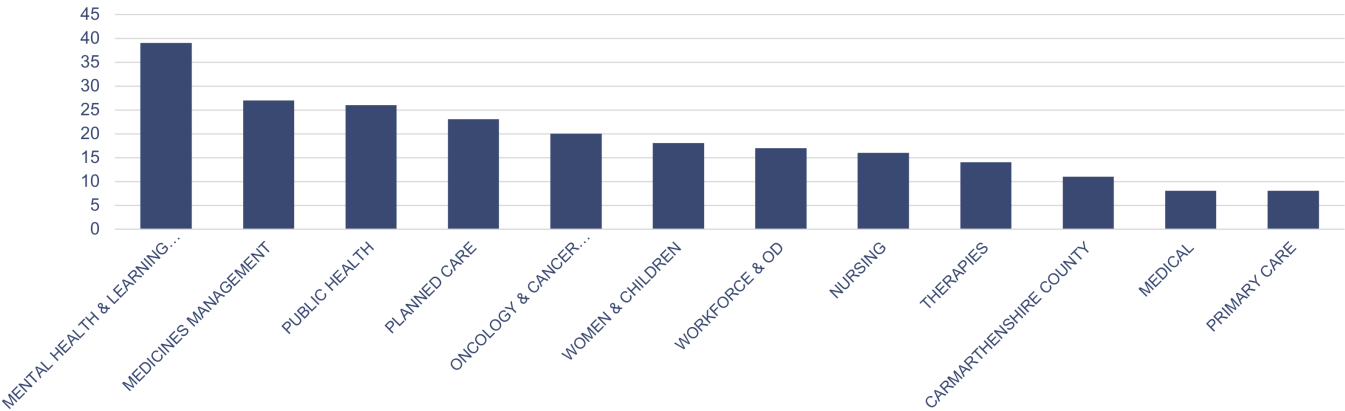| Course	Count
Adult Nursing	~175
Mental Health Nursing	~35
Children and Young People Nursing	~5
Learning Disabilities Nursing	~3
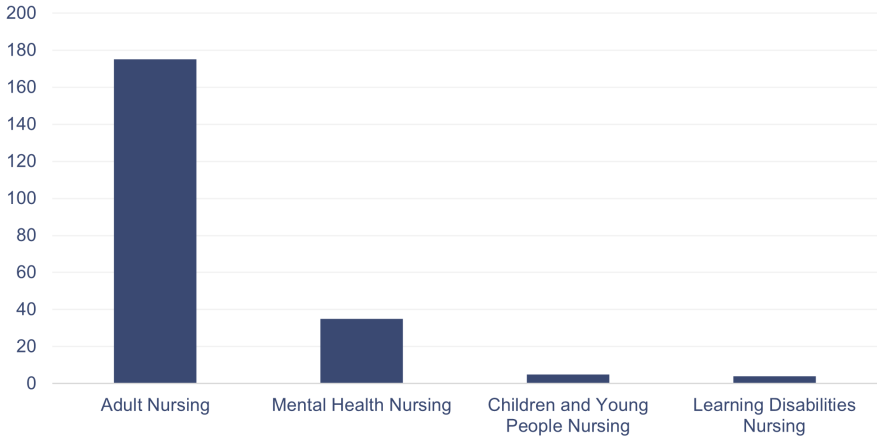
Lifelong Learning Fund

Funding by County
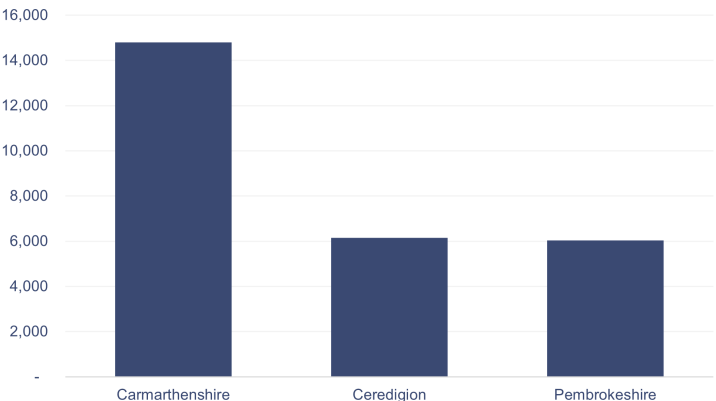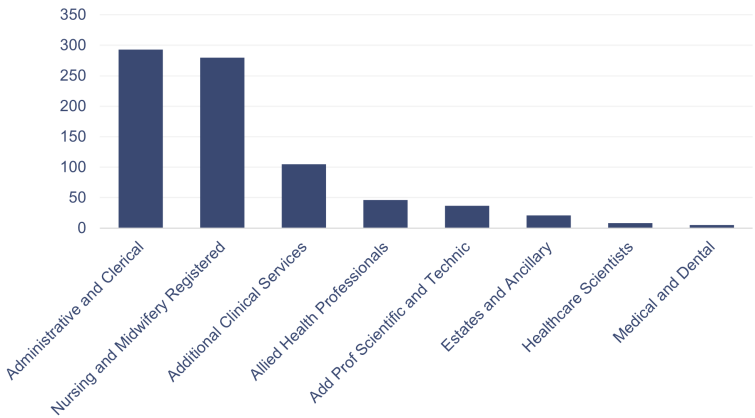

Applicants by County
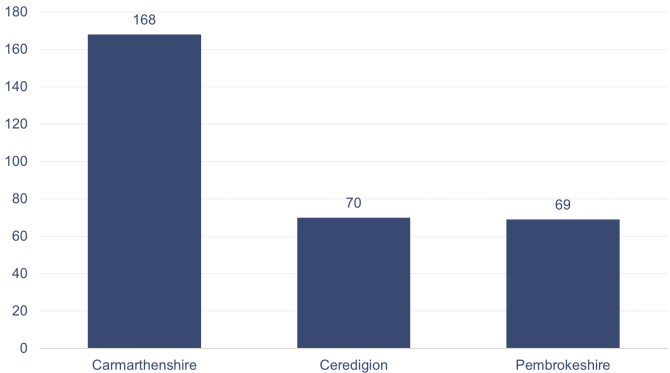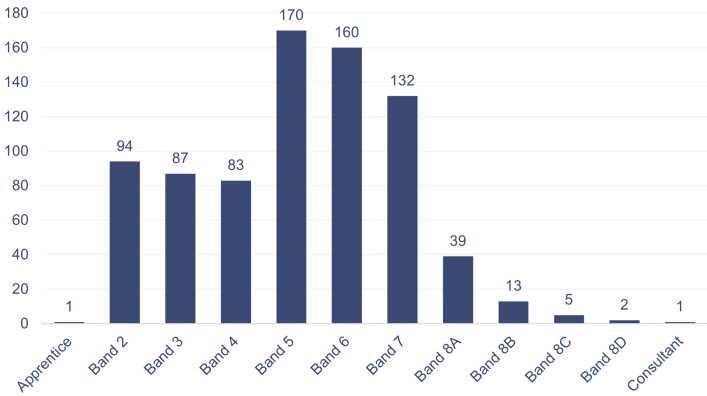

Applicants by Directorate (Top 12)

Making A Difference
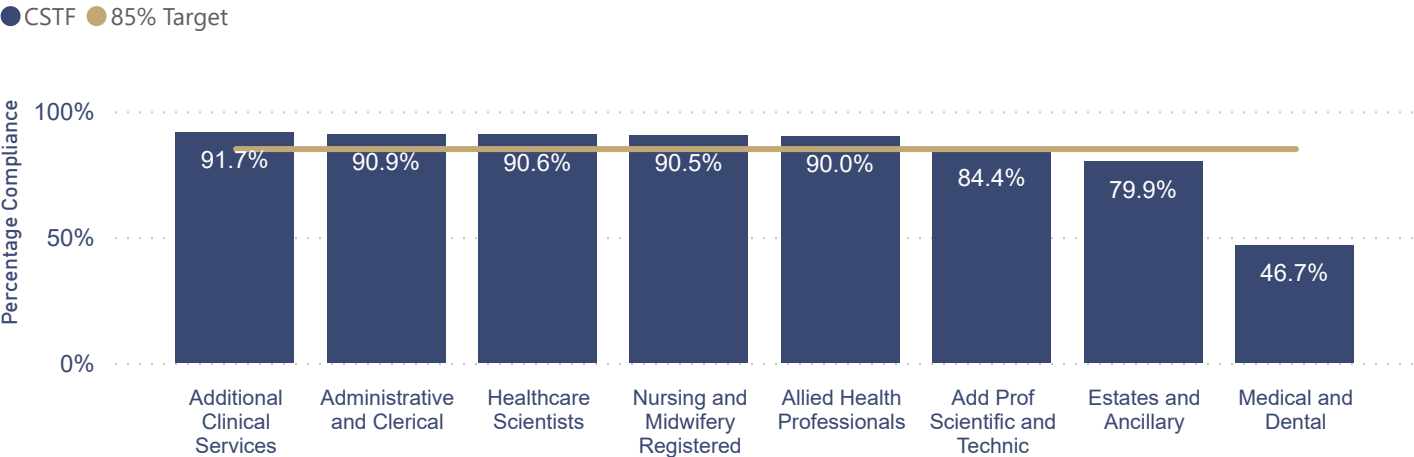*April - December 2023*

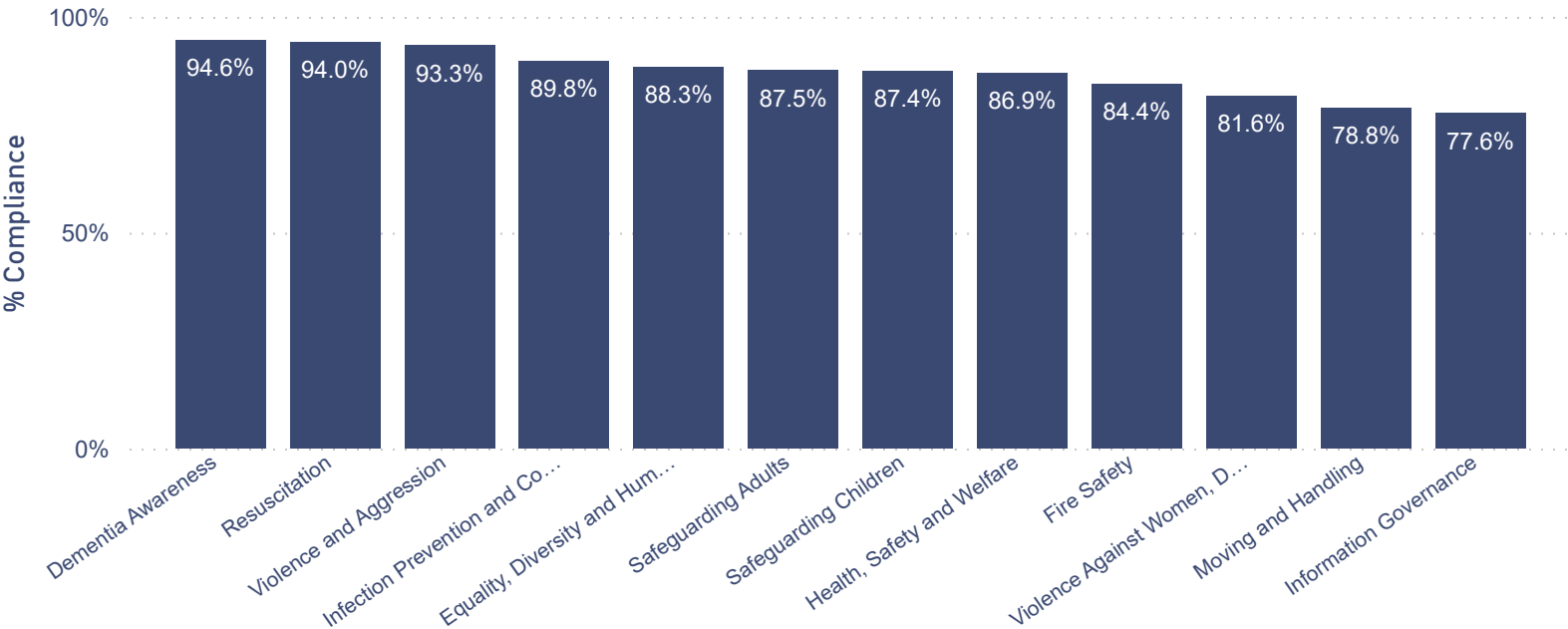### Making a Difference by Staff Group

Making a Difference by Band

19/23

Core Skill Training Framework as at December 2023

Compliance Name	Oct-23	Nov-23	Dec-23
Dementia Awareness	94.5%	94.6%	94.6%
Equality, Diversity and Human Rights	88.5%	88.3%	88.3%
Fire Safety	84.2%	84.4%	84.4%
Health, Safety and Welfare	87.1%	86.8%	86.9%
Infection Prevention and Control	86.8%	90.4%	89.8%
Information Governance	77.5%	77.3%	77.6%
Moving and Handling	78.2%	78.1%	78.8%
Resuscitation	93.9%	94.0%	94.0%
Safeguarding Adults	87.5%	87.6%	87.5%
Safeguarding Children	87.1%	87.2%	87.4%
Violence Against Women, Domestic Abuse and Sexual Violence	81.1%	81.2%	81.6%
Violence and Aggression	93.5%	93.3%	93.3%
Total	**86.7%**	**86.9%**	**87.0%**

CSTF compliance by Staff Group compared to 85% Target

Legend: ● CSTF ● 85% Target

- Additional Clinical Services: 91.7%
- Administrative and Clerical: 90.9%
- Healthcare Scientists: 90.6%
- Nursing and Midwifery Registered: 90.5%
- Allied Health Professionals: 90.0%
- Add Prof Scientific and Technic: 84.4%
- Estates and Ancillary: 79.9%
- Medical and Dental: 46.7%

CSTF compliance by competency name

- Dementia Awareness: 94.6%
- Resuscitation: 94.0%
- Violence and Aggression: 93.3%
- Infection Prevention and Co…: 89.8%
- Equality, Diversity and Hum…: 88.3%
- Safeguarding Adults: 87.5%
- Safeguarding Children: 87.4%
- Health, Safety and Welfare: 86.9%
- Fire Safety: 84.4%
- Violence Against Women, D…: 81.6%
- Moving and Handling: 78.8%
- Information Governance: 77.6%

Directorate with < 85% Compliance	Headcount	Compliance
ASST DIR OPS QUALITY & NURSING	23	68.6%
UNSCHEDULED CARE BRONGLAIS	419	75.4%
UNSCHEDULED CARE GLANGWILI	895	76.3%
PLANNED CARE	1,384	76.5%
CARMARTHENSHIRE COUNTY	460	76.5%
FACILITIES	1,061	77.1%
RADIOLOGY	304	77.8%
WOMEN & CHILDREN	1,044	78.1%
MEDICINES MANAGEMENT	276	79.4%
UNSCHEDULED CARE WITHYBUSH	698	79.5%
UNSCHEDULED CARE PRINCE PHILIP	590	82.0%
CEREDIGION COUNTY	220	83.1%
STRATEGIC PLANNING	37	84.2%
CHIEF EXECUTIVE	97	84.7%

Core Skills Training benchmarking as at October 2023

**Bwrdd Iechyd Prifysgol Hywel Dda University Health Board**

Please note that NHS Wales Benchmarking figures are currently only up to October 2023 as such the Hywel Dda figures on this page are also as at October 2023.

Competencies reported under Core Skills and Training Framework (CSTF) for benchmarking are:
• Equality, Diversity & Human Rights (Treat me Fairly)
• Fire Safety
• Health, Safety & Welfare
• Infection Prevention & Control
• Information Governance (Wales)
• Moving and Handling
• Resuscitation
• Safeguarding Adults
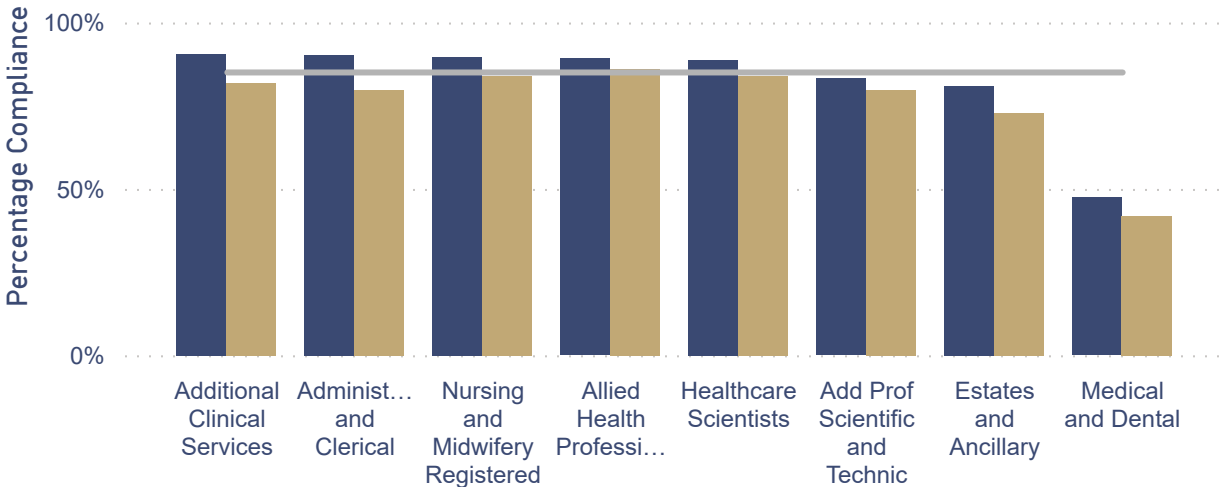• Safeguarding Children
• Violence & Aggression (Wales)

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

● Hywel Dda ● NHS Wales —— 85% Target
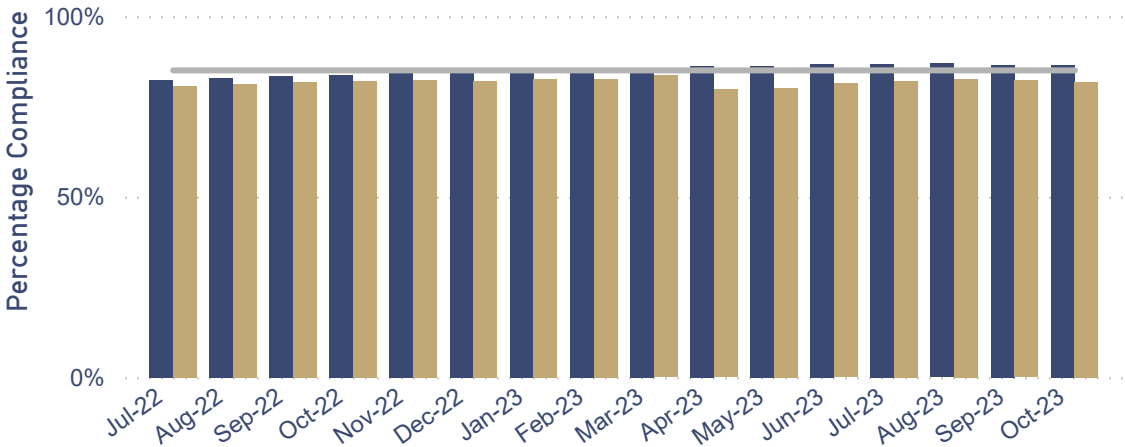
CSTF compliance by Staff Group compared to NHS Wales and 85% Target
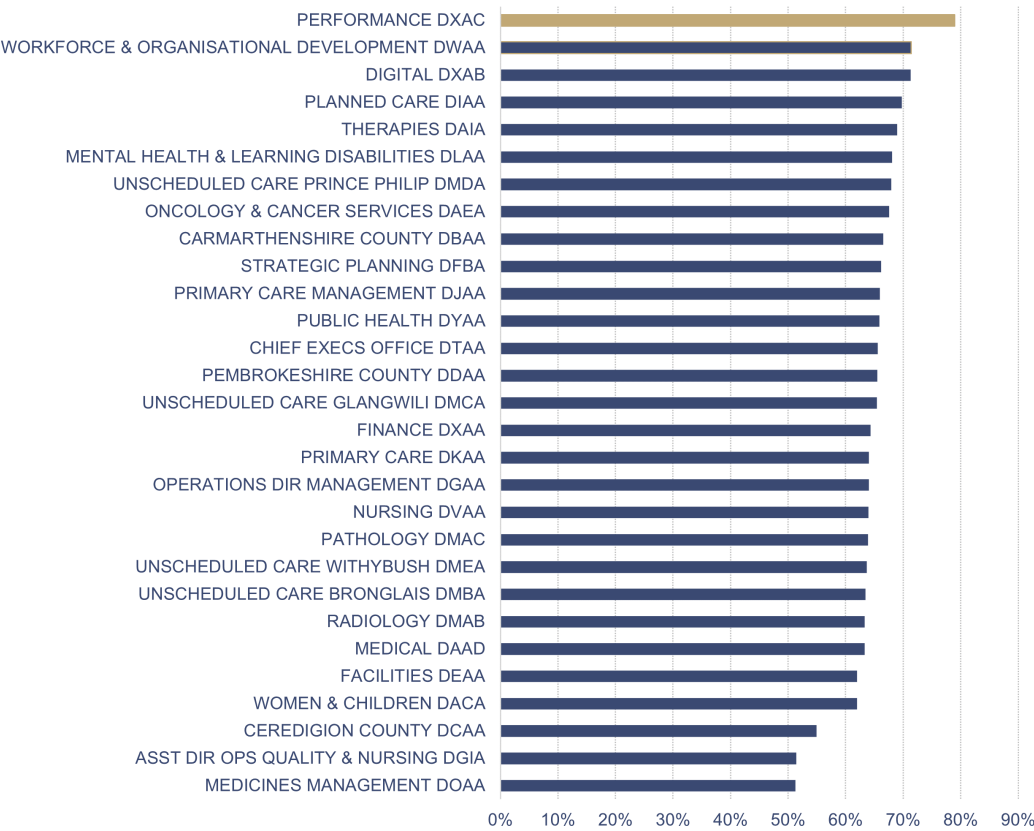
● Hywel Dda ● NHS Wales —— 85% Target

21/23

# Annual Leave Balances as at 31st December 2023

Percentage (%) of Annual leave Taken by Directorate.
Target 75% by end of December 2023 (Quarter 3)

Percentage (%) of Annual leave Taken or Booked on ESR by Staff
Group as at 31st December 2023 - Excluding Medical & Dental

% Annual Leave Taken recorded on ESR
Excluding Medical & Dental

% Annual Leave Taken or Booked on ESR vs Remaining Balance
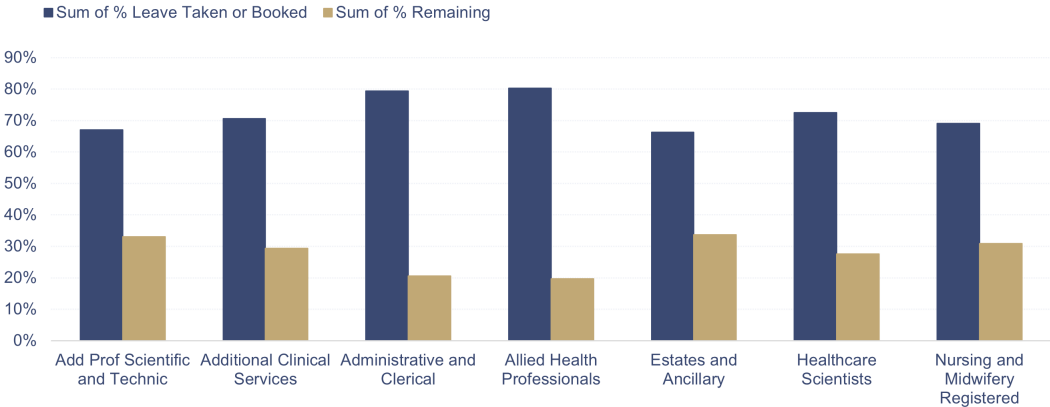
Temporary Workforce Usage & Spend Month on Month

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

Month Name	2020/2021	2021/2022	2022/2023	2023/2024
April	3.36%	6.84%	6.46%	7.82%
May	3.19%	7.04%	6.12%	7.62%
June	3.45%	7.47%	6.94%	5.09%
July	3.89%	7.95%	6.42%	5.62%
August	4.58%	7.01%	6.46%	6.05%
September	5.07%	6.79%	6.52%	4.81%
October	5.84%	8.33%	6.94%	5.25%
November	6.23%	7.77%	9.27%	4.19%
December	6.07%	7.18%	6.23%	4.64%
January	6.92%	7.15%	7.83%	
February	3.98%	7.08%	6.89%	
March	3.12%	5.13%	7.80%	

Variable Pay Month on Month

● Agency ● Bank ● Locum ● Overtime
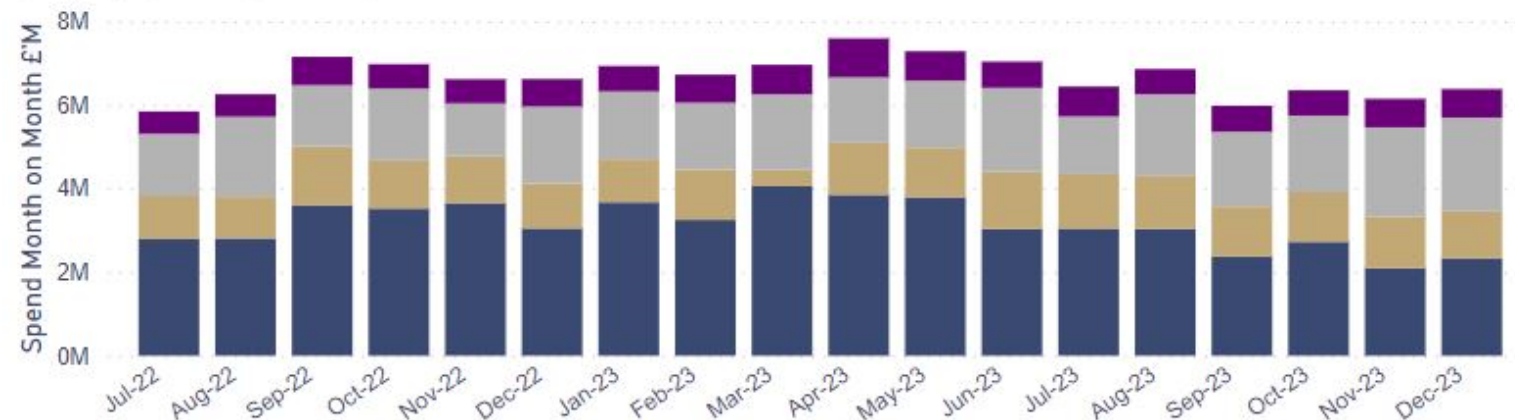
In Month Nurse Agency Utilisation by Site

Level 4 Desc	On Contract Agency
UNSCHEDULED CARE BRONGLAIS	67.64
UNSCHEDULED CARE WITHYBUSH	56.36
UNSCHEDULED CARE GLANGWILI	55.96
UNSCHEDULED CARE PRINCE PHILIP	29.07
PLANNED CARE	15.33
MENTAL HEALTH & LEARNING DISABILITIES	13.59
WOMEN & CHILDREN	13.56
PEMBROKESHIRE COUNTY	7.23
CARMARTHENSHIRE COUNTY	3.18
RADIOLOGY	0.02
OPERATIONS DIR MANAGEMENT	0.01
Total	**261.96**

Temporary Workforce Utilisation - Allocate Areas

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