



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	18 August 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:	Michelle James, Head of Digital Workforce Solutions

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 and dashboard (Appendix 1) include 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 30th June 2022.

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 since October 2021, with this larger suite of metrics being presented last to PODCC in February 2022.

The report now includes a much broader range of metrics and key performance measures around the entire workforce and OD agenda.

Appendix 2 summarises these measures in the following themes:

- Workforce profile.
- Starters, leavers & Turnover
- Employee relations.
- Recruitment.
- Welsh Language Skills
- Job Evaluation.
- Performance, Appraisal and Development Review (PADR), Consultant/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/ 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.

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 key performance indicators (KPIs) will be presented at each PODCC meeting.

The intention is to bring this full report bi-annually.

Asesiad / Assessment

The dashboard includes the data for activity up to 30th June 2022. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 133 between 30th April 2022 and 30th June 2022 (excluding locum or bank).
- Full time equivalent (FTE) has increased by 119 between 30th April 2022 and 30th June 2022 (excluding locum or bank).
- The highest proportion of staff are in the age band 51-55.
- The Nursing and Midwifery staff group has the largest headcount.

Starters, leavers & Turnover

- In the last 12 months; there have been more starters than leavers in all staff groups except for Medical & Dental and Estates & Ancillary.
- The 12 month turnover trend shows a slight increase up to April 22, which is now beginning to decline slightly.
- In June 2022 the main reason for leaving is voluntary resignation – other/not known (22 people) with retirement age being the second with 16 leavers.
- Over 12 months between July 2021 and June 2022 Retirement age is the main reason for leaving (315 staff).

- Over the 12 months 183 of the staff that retired returned, with 176 of these still in employment as at June 2022.
- Of the 176 returned staff still in employment, there is a decrease of FTE 61.3 between the contract FTE prior to retiring and when they have returned.
- Hywel Dda University Health Board (HDdUHB) turnover rate is higher than the NHS Wales average; however 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.
- HDdUHB turnover rate is lower than that of a calculated an average per month of the other health boards. This includes the normal 'churn' of staff moving between health boards in NHS Wales and allows a more comparable benchmark.

Employee Relations

- Disciplinary (All Wales and Upholding Professional Standards Wales) - There is almost a 50/50 split of formal and informal cases closed in the period with a small number of resignations (3) bringing the total to 27. Of the 17 formal cases 5 are being considered under the fast-track process.
- Respect & Resolution - The main themes for new and closed cases are bullying and harassment, working relationships, and terms and conditions, however Approximately two thirds of cases during the period were successfully resolved through informal resolution within the Workforce Team, avoiding the need for formal intervention.
- Employment Tribunal cases - Whilst case numbers are rising (we have received 7 new claims since our last report) recent outcomes (2 full hearings and 1 preliminary hearing) have all been in favour of the Health Board.

Recruitment,

- Exceeding performance target for vacancy creation to conditional offer and are performing better than other health boards in Wales for this measure.
- HDdUHB are currently breaching the target of 71 days for a vacancy to move to unconditional offer; however we are performing better than a large proportion of the other health boards.
- HDdUHB has the best performance across NHS Wales in many of the recruitment KPIs.
- In June 2022 473.3 FTE were advertised - although this is less than in May (600.6 FTE) it is an increase from April 2022 (434.9).
- Improving position on the number of Welsh essential vacancies being advertised year on year.

Welsh Language

- Improving position on the number of employees who have their Welsh language skills recorded on Electronic Staff Record (ESR) from June 2021 by 5%. June 2022 has taken a very slight dip (0.5%) from May 2022 the first decline since October 2021.
- 36.1% of staff have Welsh Language listening/speaking skill at level 2 (Foundation/Sylfaen) and above. Within this 36.1%, 27.0% are classified as Level 3 (Intermediate / Canolradd) and above.

- Medical & Dental staff make up the highest number of staff with no record on ESR for Welsh language skills.

Job Evaluation

- There are in excess of 30 job descriptions awaiting job matching outcomes
- As at 27th June, 7 jobs had been waiting to go for panel over 30 days.
- Since March 2022, the service have been recording activity in relation to Job Descriptions that need review or amending outside of panel. During the period March to June 2022, 164 review requests were received.

Job Planning, PADR and Staff Engagement

- Staff engagement score for the 1,163 staff surveyed in June 2022 is slightly lower than May 2022.
- May 2022 and June 2022 have seen a drop in response rate compared to the previous surveys since December 2021.
- There is steady improvement in the number of Consultant/SAS doctors 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

- The highest reason for absence in April, May and June 2022 is Anxiety/Stress/Depression/other psychiatric illness.
- Absence is higher than the target of 4.79%.
- HDdUHB is consistently lower than NHS Wales and other Health Boards across Wales.
- COVID-19 sickness absence continues to impact on the overall absence rate.

Occupational Health

- 91% of the 315 pre-employment clearances are achieved within the 5 Working day target.
- 88% of first appointments offered were achieved within the 20 working days target for management referrals.
- 100% of first appointments offered were achieved within the 30 working days target for self-referrals.

Staff Psychological Well Being Service

- The number of referrals to the service has increased and is at the highest since January 2021.
- The percentage of staff off sick at the point of the referral peaked in November 2021 at 48% but has since reduced to be 38% in June 2022 indicating more staff are being referred before they become absent.
- The 'did not attend' appointment rate for June 2022 was 16%.
- The waiting time for an appointment in weeks is 4.5 for June 2022 which is a deterioration in performance when compared to June 2021.
- The number of employees accessing the 24/7 Care First service remains relatively low.

Future Workforce

- National Delivery Framework Target - 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.
- We currently have 563 active volunteers.
- There are 126 volunteers on hold; these volunteers are on hold as they are unable to do their normal role due to covid scores or needing to undertake IP&C training.
- There are currently 70 applicants to undertake work experience.
- Apprentice Retention; HDdUHB is currently performing better than the UK national rate of 58.7% and the Wales rate of 54% for apprentice retention at Level 2 in all sites and at Level 3 in all sites except BGH.
- Therapies directorate have the highest number of approved higher award applications.
- Nursing and midwifery staff group have the highest cost of higher award course fees approved however, the number of applicants on these courses amount to 3.1% of headcount for the nursing & midwifery staff group.
- From the 14,943 hours of study leave requested between April 2022 and June 2022; 6,326 has been approved. This amounts to £26,302 fees approved.
- 394 staff have applied to attend the making a difference training session.
- There have been 70 approved lifelong learning applications approved.

Core Skills Training Framework (CSTF) / Dementia Training

- CSTF benchmark against all Wales for 10 competencies, however local performance is measured against 12 key subjects.
- Performance for the 12 CSTF overall is 82.8% which is slightly less than the target of 85%.
- There are 3 staff groups that are below the 85% target; they are Add Prof scientific and technical (83.8%) Estates and Ancillary (76.7%) & Medical and Dental (40.7%).
- Performance for the percentage of staff completing dementia training at an informed level exceeds the target of 85%.
- Dementia awareness is the second highest percentage compliance at 93.0%
- When comparing Hywel Dda to NHS Wales for the 10 benchmarked competencies; HDdUHB performs consistently higher than NHS Wales month on month.
- HDdUHB performs higher than NHS Wales for every staff group except for Medical & Dental.

Annual Leave

- There is a drive to get all annual leave recorded in ESR by the end of March 2023 to comply with Audit requirements.
- 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 timelier 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 6.94% in June 2022.
- The monthly WTE usage on temporary workforce is broadly consistent since April 2022.
- The expenditure on variable pay (bank, overtime, contract and off contract agency) is reporting a decrease from May 2022 to June 2022.

Organisation Development

- The HDdUHB staff benefits portal 'Hapi' registrations have increased by 422 sign ups since April 2022 an increase of 9.9%.
- People and Organisational Effectiveness has a significant reach across the organisation with staff at all levels and roles branching 104 teams.
- 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 course has given me the confidence and skills to look at the principles I use and change if needed. I feel prepared for leadership and the changes anticipated for the future" 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".
- The first cohort of Warwick Behavioural Insights has 24 participants.
- OD continues to be a trusted space for staff to seek support and engage, showing the importance of positive working relationships.

Argymhelliad / Recommendation

For the People, Organisational Development & Culture Committee to note the content of the Performance Assurance & Workforce Metrics 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 Cynllunio Planning Objectives	1A NHS Delivery Framework targets

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

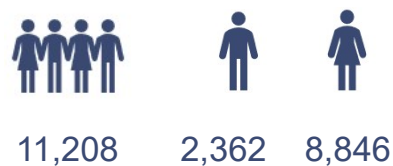
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu 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

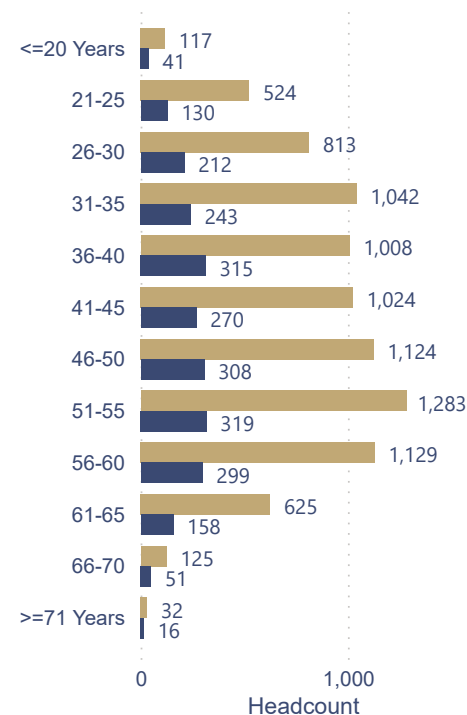
Workforce Profile as at June 2022

Headcount - Excludes Locum & Bank



Age & Gender Profile by Headcount

● Female Headcount ● Male Headcount

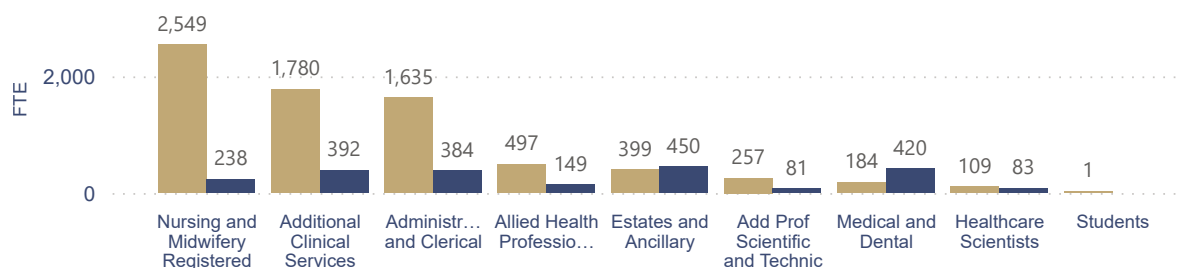


Workforce Profile comparing Full time and Part time working as a percentage.
Left shows % by headcount and Right shows % by FTE Excluding Locum & Bank



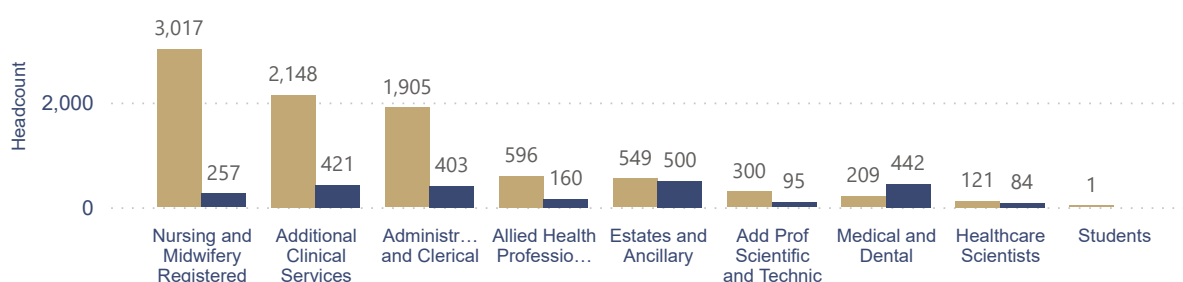
Gender Profile by Staff Group & FTE

● Female FTE ● Male FTE



Gender Profile by Staff Group & Headcount

● Female Headcount ● Male Headcount

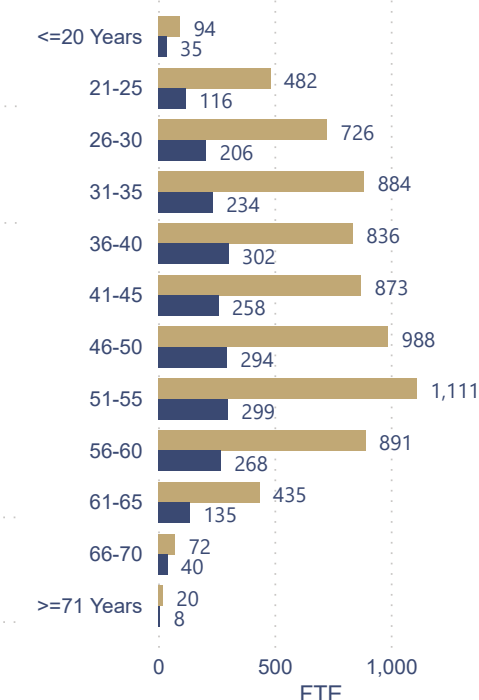


FTE Excludes Locum & Bank



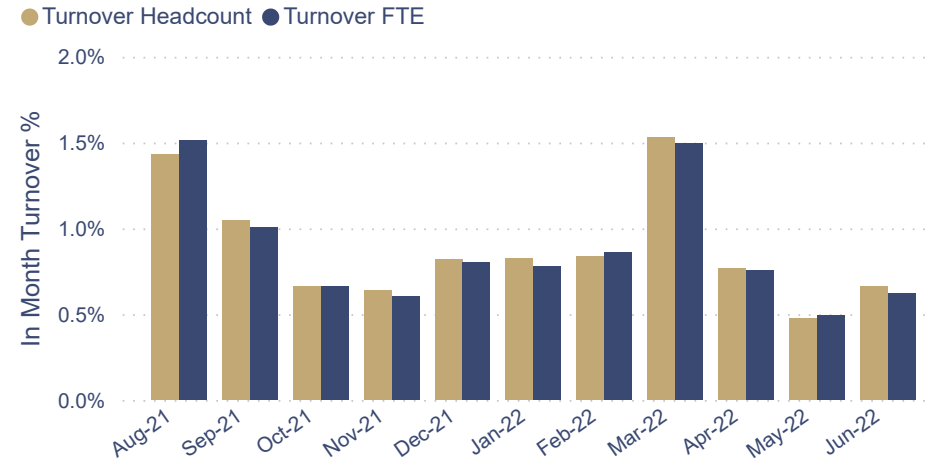
Age & Gender Profile by FTE

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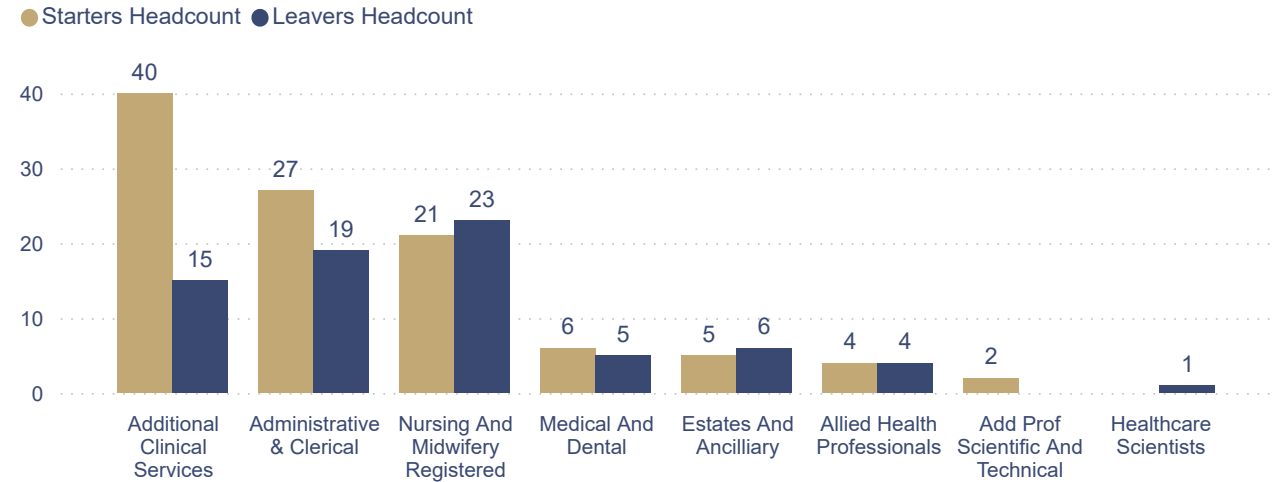


Starters, Leavers & Turnover as at June 2022

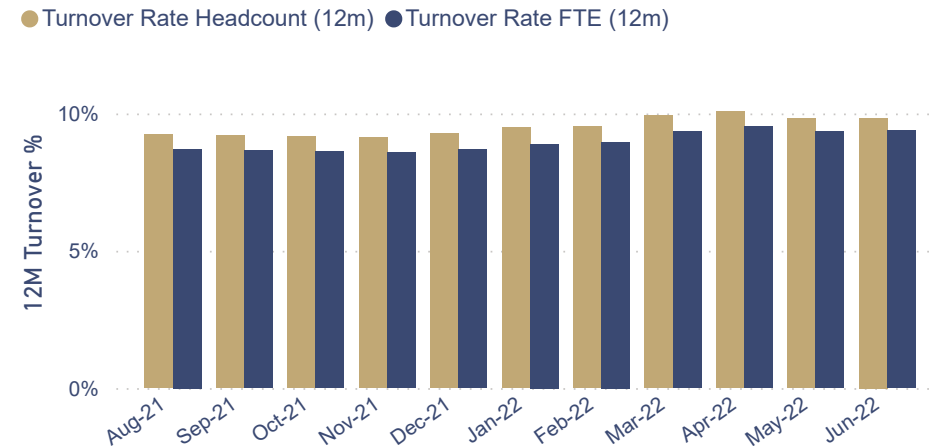
In Month Turnover Rate by Headcount & FTE



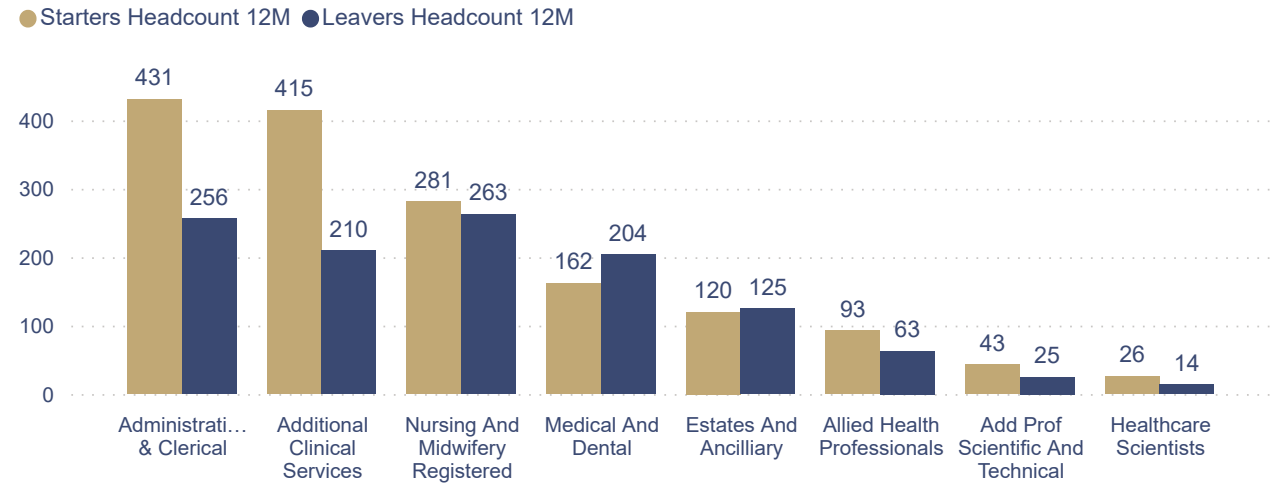
Starters and Leavers Headcount by Staff Group



12M Turnover Rate by Headcount & FTE



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



Starters, Leavers & Turnover as at June 2022



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Leavers in Month by Reason

Leaving Reason	Leavers Headcount
Voluntary Resignation - Other/Not Known	22
Retirement Age	16
Voluntary Resignation - Relocation	12
End of Fixed Term Contract	5
Voluntary Resignation - Work Life Balance	5
Voluntary Resignation - Health	4
Voluntary Early Retirement - with Actuarial Reduction	3
Voluntary Resignation - Child Dependants	2
Voluntary Early Retirement - no Actuarial Reduction	1
Voluntary Resignation - Better Reward Package	1
Voluntary Resignation - Incompatible Working Relationships	1
Voluntary Resignation - Lack of Opportunities	1
Voluntary Resignation - To undertake further education or training	1

Retired & Returned in the last 12 months (1st Jul 21 - 30th Jun22)

183

WTE of the 176 staff prior to Retiring

156.1

Retired & Returned in the last 12 months still employed as at 30-Jun22

176

WTE of the 176 staff after returning

94.8

Leavers in the last 12 Months by Reason

Leaving Reason	Leavers Headcount 12M
Retirement Age	293
Voluntary Resignation - Other/Not Known	246
End of Fixed Term Contract	96
Voluntary Resignation - Relocation	86
Voluntary Resignation - Work Life Balance	84
Voluntary Early Retirement - with Actuarial Reduction	37
End of Fixed Term Contract - External Rotation	29
Voluntary Resignation - Better Reward Package	24
End of Fixed Term Contract - Completion of Training Scheme	23
Retirement - Ill Health	21
Voluntary Resignation - Health	21
Voluntary Resignation - Promotion	18
Voluntary Resignation - To undertake further education or training	15
Employee Transfer	10
Dismissal - Capability	8
Death in Service	7
Voluntary Resignation - Child Dependants	7
Dismissal - Conduct	6
Voluntary Resignation - Incompatible Working Relationships	6
Voluntary Resignation - Lack of Opportunities	6
End of Fixed Term Contract - Other	5
Voluntary Resignation - Adult Dependants	5
Bank Staff not fulfilled minimum work requirement	4
Redundancy - Voluntary	3
Dismissal - Some Other Substantial Reason	2
Voluntary Early Retirement - no Actuarial Reduction	2
Dismissal - Statutory Reason	1
End of Fixed Term Contract - End of Work Requirement	1
Has Not Worked	1

Turnover Benchmarking as at March 2022

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.

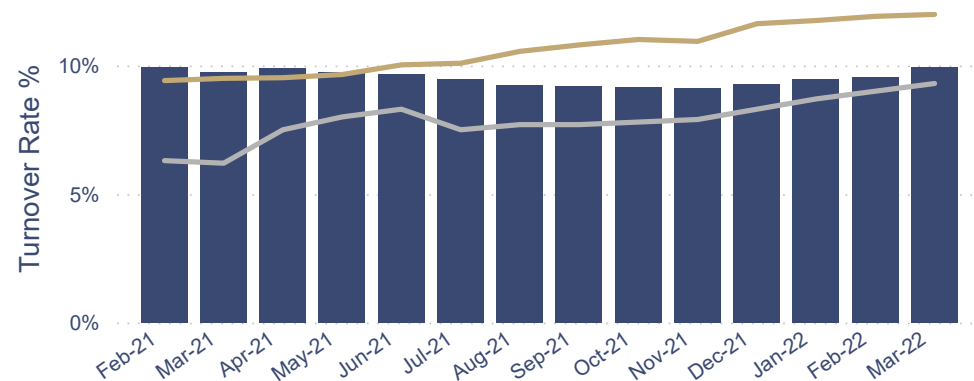
To provide more comparable benchmarking, We have calculated an average per month of the other health boards to benchmark against so that it is more comparable and include the normal 'churn' of staff moving between health boards in NHS Wales. The other Health Boards are:

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) and Welsh Ambulance Service Trust (WAST).

As NWIS staff left Velindre in March 2021, the turnover percentages are very high for Velindre as a result and as such they have been excluded from this comparison and any averages taken from health boards as to not skew the data we compare our performance against

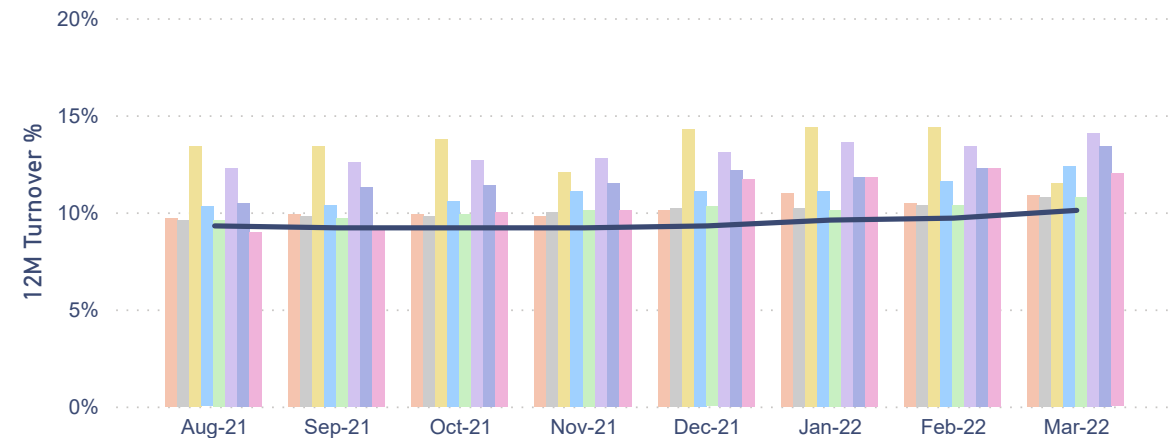
12M Turnover Rate compared to NHS Wales (Exc 'churn') and Average of other health boards (Inc 'Churn')

● Turnover Rate 12M (Headcount) — NHS Wales (exc 'churn') — Average (Exc VEL)



12M Turnover Rate compared to other Health Boards

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



Employee Relations Activity



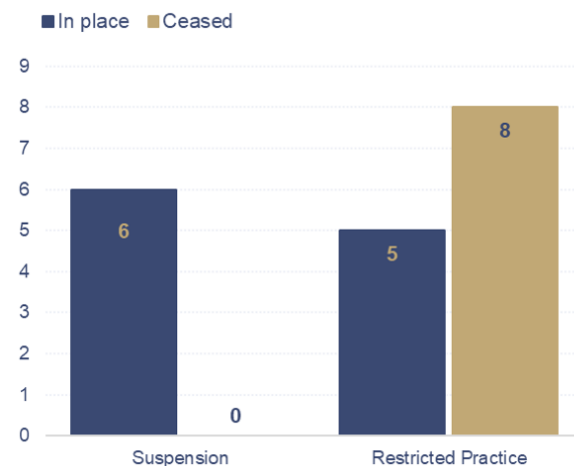
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NHS
WALES

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Hywel Dda
University Health Board

Policy Review

Name of Policy	Review Date	Status
Retirement	31.3.2023	Completed
Overpayments	27.4.2024	Completed
Work/Life Balance – Flexible Working Policy	31.3.2022	Completed
Redeployment Policy	31.3.2023	In progress
Maternity, Adoption and Paternity Leave	31.3.2023	In progress
Shared Parental Leave	31.3.2023	In progress
Ordinary Parental Leave	31.3.2023	In progress
Flexible Deployment of Staff	31.3.2023	In progress

Suspension / Restricted Practice



Employee Relations Activity - Case Load

Description	New Cases	Closed Cases	Ongoing Cases (including new)	Ongoing Cases (including new)	Appeals
Disciplinary (All Wales and UPSW)	36	27	0	17	1
Respect & Resolution	16	14	10	6	3
Grievances	0	3	0	0	0
Other types of ER cases	7	1	4	3	0
Total	59	45	14	26	4

Disciplinary (All Wales and UPSW) - We are dealing with quite a high case load at present including those requiring consideration under Upholding Professional Standards in Wales (UPSW) with 6 additional cases to those listed above at the initial assessment stage. There is almost a 50/50 split of formal and informal cases closed in the period with a small number of resignations (3) bringing the total to 27. Of the 17 formal cases 5 are being considered under the fast-track process.

Respect & Resolution - The above data includes issues raised as either a grievance or a dignity and respect at work issue. The main themes for new and closed cases are bullying and harassment, working relationships, and terms and conditions, however approximately two thirds of cases during the period were successfully resolved through informal resolution within the Workforce Team, avoiding the need for formal intervention.

Grievances - These cases have all now concluded

Other types of ER cases e.g. capability, whistleblowing etc. - This metric includes both performance at work and other types of ER casework not described elsewhere, although the majority of cases at present are in relation to poor behaviour and performance concerns.

Employment Tribunal Cases

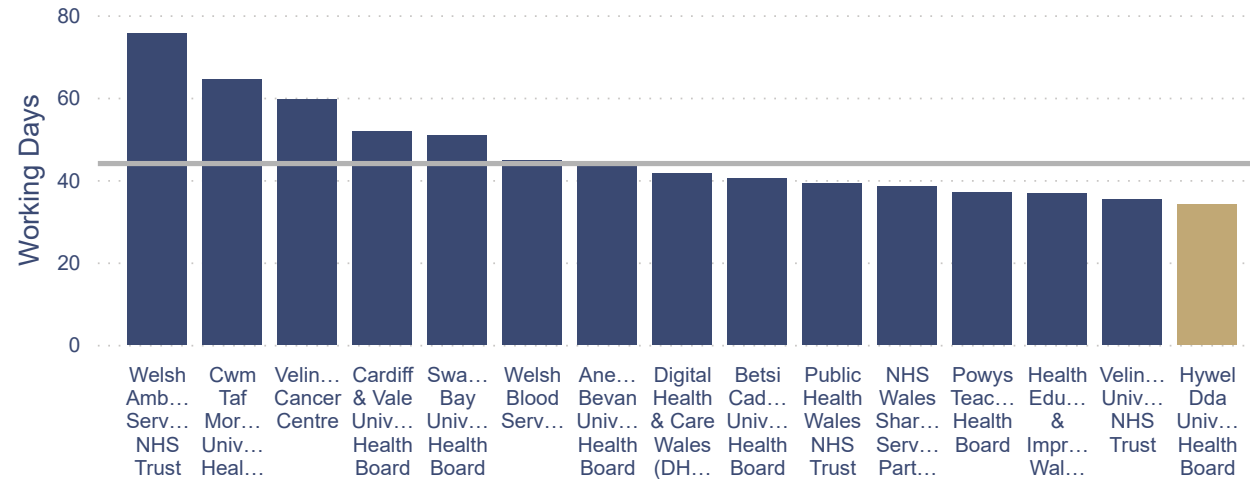
Date Commenced	Stage	Outcome				Date closed
		Withdrawn	Settled	Dismissed	Upheld	
Aug-2020	Preliminary Hearing Case Mgt Hearing for 2 remaining claims			✓ - 2 claims		Jun-2022
Sep-2020	Hearing			✓		Jun-2022
Mar-2021	Post ET3	✓				Jan-2022
Jun-2021	Post ET3	✓				Feb-2022
Oct-2021	Hearing			✓		May-2022
Jul-2021	Hearing					
Apr-2022	Preliminary Hearing					
Apr-2022	Preliminary Hearing					
May-2022	Hearing					
May-2022	Preliminary Hearing					
Jun-2022	ET3					
Jun-2022	ET3					

Recruitment Activity as at June 2022



Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

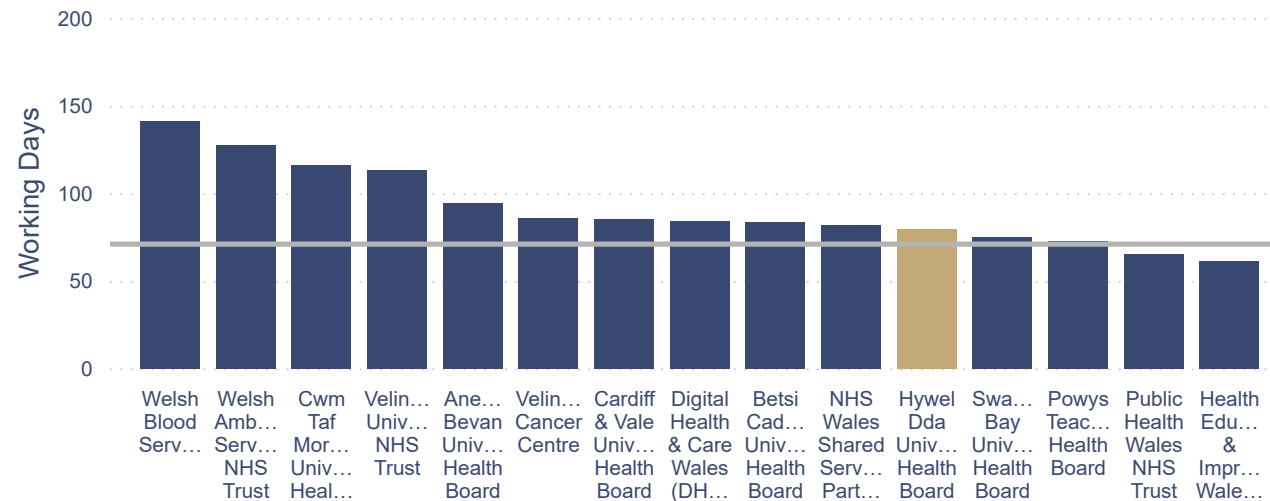
Vacancy Creation to conditional offer compared to other Orgs and Target of 44 days



DBS Checks Processed

Axis	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
Jul-21	119	123	6	100%
Aug-21	134	132	8	100%
Sep-21	180	181	3	100%
Oct-21	151	154	4	100%
Nov-21	143	143	6	100%
Dec-21	84	83	6	100%
Jan-22	176	169	3	100%
Feb-22	128	126	1	100%
Mar-22	149	147	7	100%
Apr-22	130	128	3	100%
May-22	150	148	1	100%
Jun-22	149	148	7	100%

Vacancy Creation to unconditional offer compared to other Orgs and Target of 71 days



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
A&C	58.8	71.7	87.7	72.2
ACS	71.0	83.1	77.6	93.1
AHP	69.1	79.1	82.7	90.9
APST	48.5	84.7	111.6	71.9
EA	62.8	76.8	113.7	98.3
HS	30.0	91.9	57.5	96.0
M&D				
NMR	75.8	97.4	80.1	78.8



Medical Recruitment June22

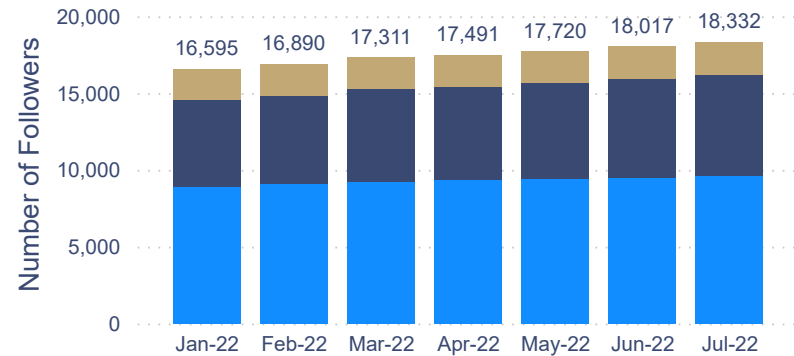
Trac Recruitment Health Check	Target	June	Time to Target
Time from Notice to Authorisation Start Date	5	41.5	36.5
Time from Vacancy Created to Conditional Offer Letter Issued	44	39.4	-4.6
Time to approve references	2	3.5	1.5
Time to Approve Vacancies	10	5.4	-4.6
Time to notify Recruitment of Interview Outcome	3	0.7	-2.3
Time to Shortlist	3	7.4	4.4

Month on Month Recruitment Volumes

Axis	Number of FTE advertised	Number of posts advertised
May-22	600.6	355
Jun-22	473.3	303
Total	1073.8	658

Followers on Social Media

Facebook LinkedIn Twitter



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
Hywel Dda University Health Board	7.3	1.1	12.6	0.0	3.0	1.9
Betsi Cadwaladr University Health Board	4.5	1.5	10.8	1.0	6.3	2.2
Cardiff & Vale University Health Board	15.6	1.6	10.1	1.0	9.0	2.6
Cwm Taf Morgannwg University Health Board	25.6	1.3	9.3	1.0	8.0	2.7
Health Education & Improvement Wales (HEIW)	8.4	1.5	9.8	1.0	9.4	0.4
Public Health Wales NHS Trust	2.2	1.3	10.3	1.0	7.5	2.4
Swansea Bay University Health Board	4.2	1.2	10.9	1.0	6.5	4.2
Velindre Cancer Centre	6.9	1.6	9.1	1.0	6.3	3.4
Velindre University NHS Trust	8.5	1.7	9.1	1.0	5.9	2.8
Welsh Ambulance Service NHS Trust	9.2	1.1	8.9	1.0	7.2	3.5
Welsh Blood Service	7.7	1.3	8.4	1.0	4.3	0.7
Aneurin Bevan University Health Board	10.1	1.5	9.3	1.0	7.0	2.5
Powys Teaching Health Board	8.2	1.1	11.0	1.1	6.1	1.8
NHS Wales Shared Services Partnership	11.7	1.3	10.1	1.1	6.4	2.7
Digital Health & Care Wales (DHCW)	0.3	1.4	11.0	1.1	10.5	2.2
Target	10.0	2.0	10.0	2.0	3.0	3.0

Please note that although the Duration of advertising is measured against a target of 10, this target may be variable.

Welsh Language Skills Essential

Period	Adverts with Welsh language skills essential	Headcount appointed	Increase/Decrease in Adverts from Prior Year	Increase/Decrease in Headcount Appointed from Prior Year
Apr-21 to Mar-22	83	106	↑ 53	↑ 52
Apr-20 to Mar-21	30	54	↑ 6	↑ 39
Apr-19 to Mar-20	24	15	NA	NA

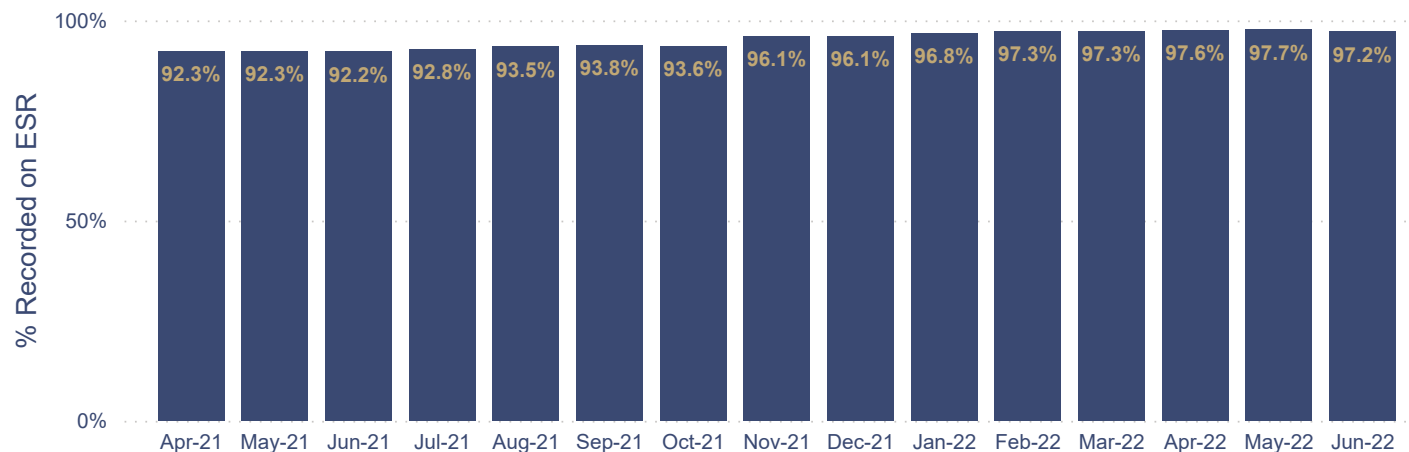
Welsh Language Skills as at June 2022



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Welsh Language Skills Recorded on ESR



Welsh Language Skills recorded on ESR

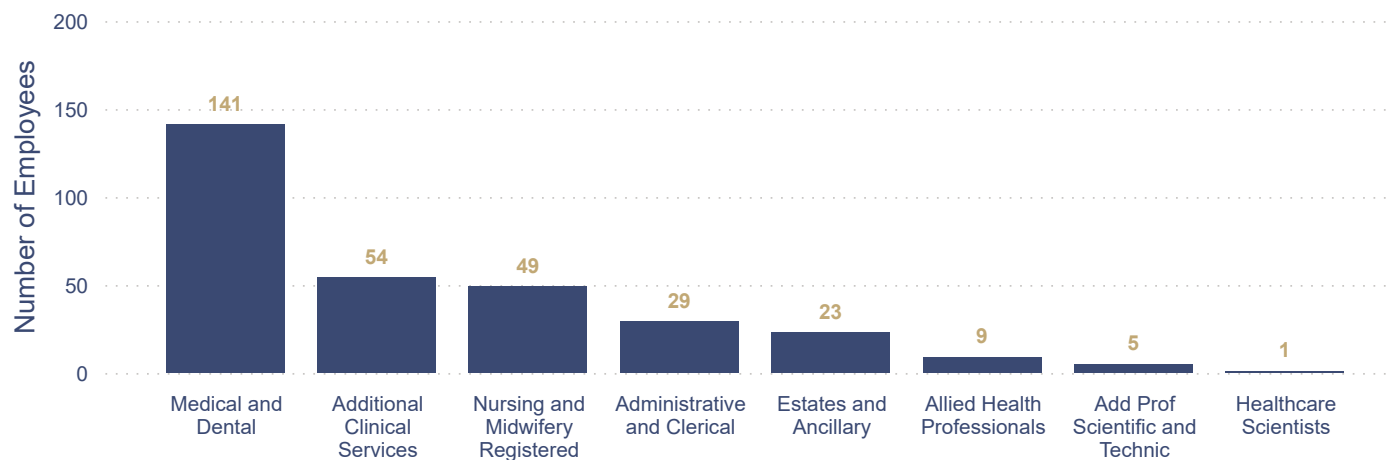
36.1%

Level 2 (Foundation / Sylfaen) & Above

27.0%

Level 3 (Intermediate / Canolradd) & Above

Number of employees by Staff Group that have not recorded Welsh Language Skills on ESR

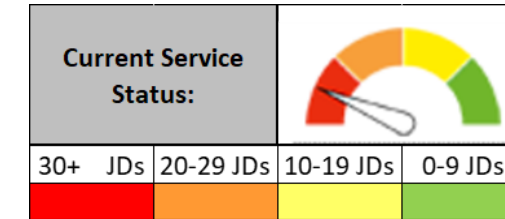


Job Evaluation Activity

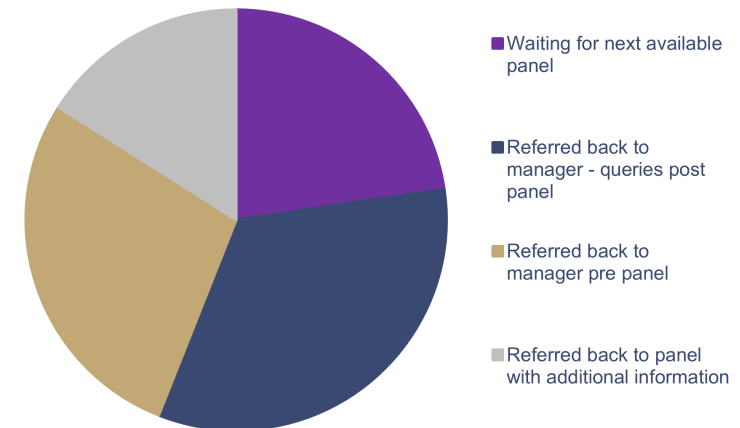


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Status of 'live' Job Descriptions as of 27th June 2022



The graph has been updated to include all 'live' activity rather than only those Job Descriptions that are complete and ready to be considered at Panel. This is to ensure that the total volume is reported.

As at 27th June, 7 jobs had been waiting to go for panel over 30 days.

In addition to this activity, since March 2022, the service have been recording activity in relation to Job Descriptions that need review or amending outside of panel. During the period March to June, 164 review requests were received.

From July 2022, a weekly breakdown of activity based on the stages of the Job Evaluation process will be captured. This will be presented in the next performance report.

PADR, Staff Engagement & Consultant/SAS Job Planning Activity as at June 2022



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Staff Engagement Year on Year / Month on Month

Year Of Survey	Sent to	Number completed	Response Rate	Engagement Score
2021 Sample in December	1171	266	22.7%	76.0%
2022 Sample in January	1172	269	23.0%	77.0%
2022 Sample in February	1172	237	20.0%	75.0%
2022 Sample in March	1169	242	20.7%	76.0%
2022 Sample in April	1164	242	20.8%	74.0%
2022 Sample in May	1164	215	18.5%	75.0%
2022 Sample in June	1163	216	18.6%	74.0%

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

Feb-22

65.4%

Mar-22

64.5%

Apr-22

63.6%

May-22

60.5%

Jun-22

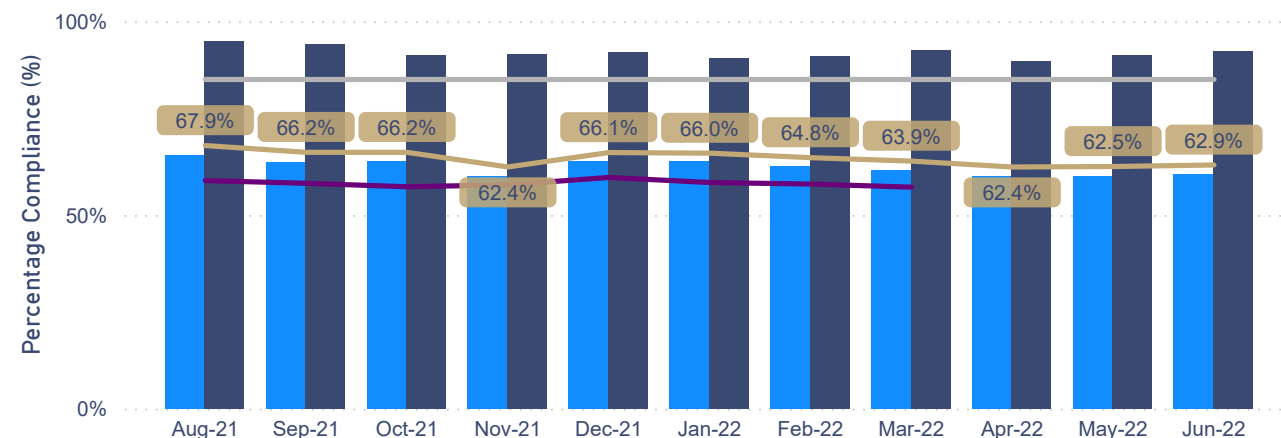
61.1%

Engagement Score by Staff Group

Role	Engagement Score
Administrative and Clerical	78.9%
Allied Health Professionals	72.2%
Healthcare Scientists	74.6%
Medical and Dental	70.6%
None of these	87.4%
Nursing and Midwifery	69.2%

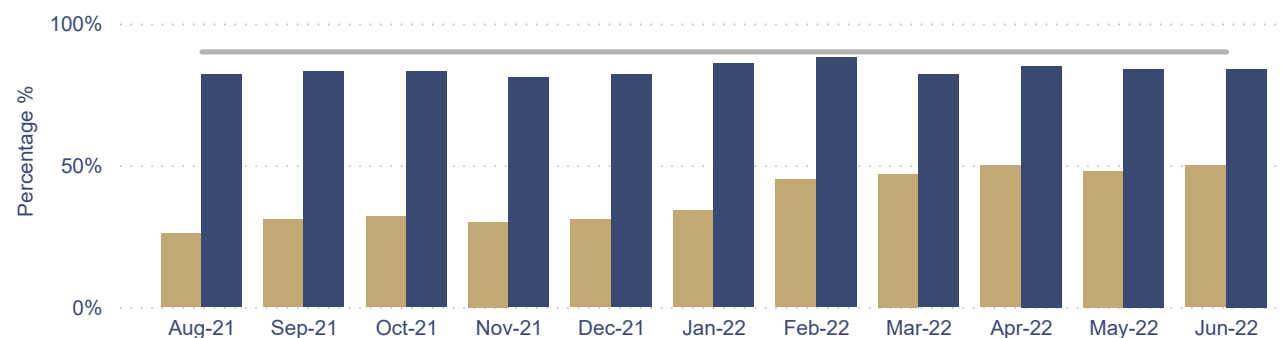
PADR & Medical Appraisal Compliance to NHS Wales Performance and 85% Target

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



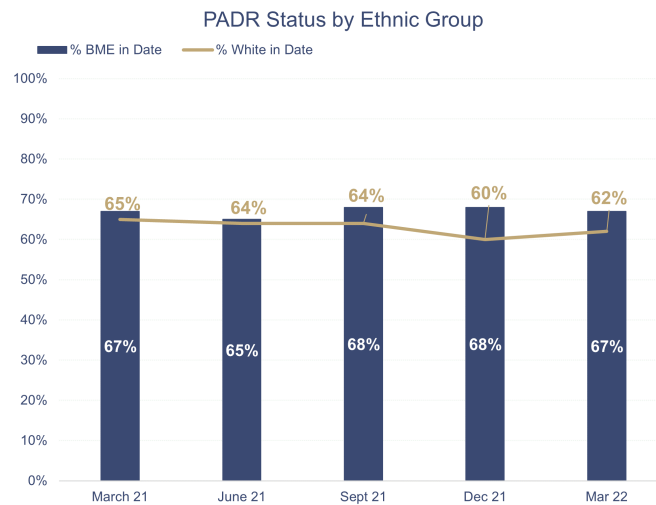
Consultant/SAS doctors with a Job Plan (Current is within 12 Months) against 90% Target

● Current Job Plan ● Job Plan — Target

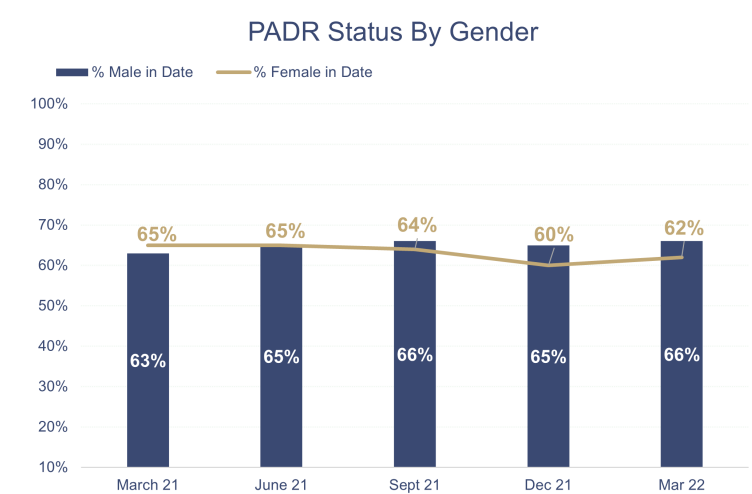
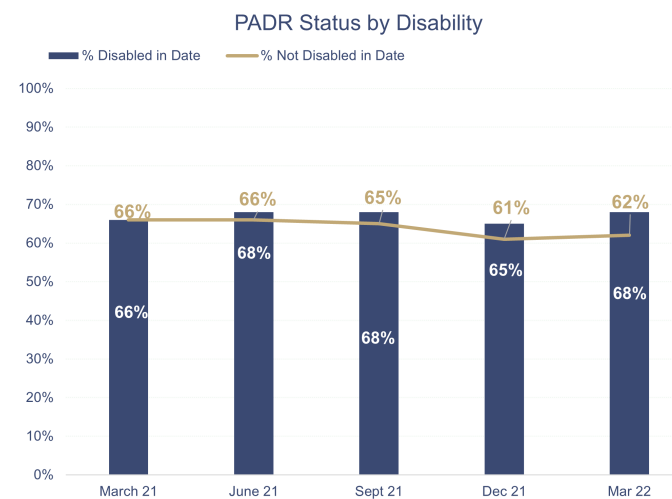


PADR Status by Protected Characteristics

Staff registered as Disabled had either a higher or equivalent “PADR In Date” rate than those staff not registered as Disabled



BME staff “PADR In Date” rate never fell below the rate of those classified as “White”. BME rates always above the “White” “PADR In Date” rate. The largest gap between BME and those who identify as White was in December, when 8% more BME staff had PADR’s in date.

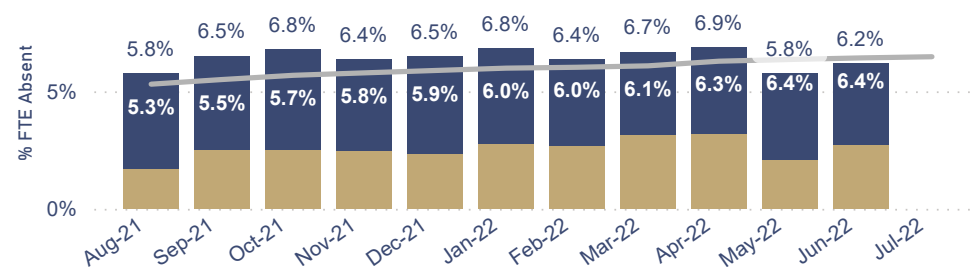


Male staff “PADR in Date” only fell below the female staff rate in March by 2%. For the other months it was either the equivalent or above the female staff “PADR in date” rate.

Sickness levels as at June 2022

% FTE Absent In month & Rolling 12M

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



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

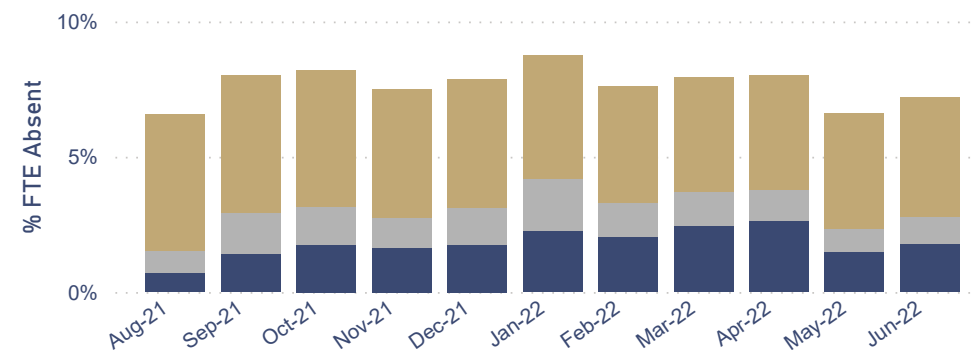
% FTE Absent	Increase/Decrease from Prior Month	Increase/Decrease from Same Period Last Year
6.2%	0.4% ↑	0.8% ↑

Absence Reason where Absent FTE % > 0.5%

Absence Reason	May-22	Jun-22
S10 Anxiety/stress/depression/other psychiatric illnesses	1.4%	1.4%
S27 Infectious diseases	0.6%	0.8%
S15 Chest & respiratory problems	0.5%	0.6%
S12 Other musculoskeletal problems	0.5%	0.6%

% FTE Absent Split by COVID, Isolating & Other Sickness

● % FTE COVID Absent
 ● % FTE Isolating
 ● % FTE Other Absent



Staff Group	Jun-22 % FTE Absent	Headcount
Nursing and Midwifery Registered	2.1%	1,738
Additional Clinical Services	1.8%	1,087
Administrative and Clerical	0.9%	1,454
Estates and Ancillary	0.9%	1,565
Allied Health Professionals	0.3%	1,638
Add Prof Scientific and Technic	0.2%	345
Medical and Dental	0.1%	1,570
Healthcare Scientists	0.1%	1,461

Sickness benchmarking as at March 2022

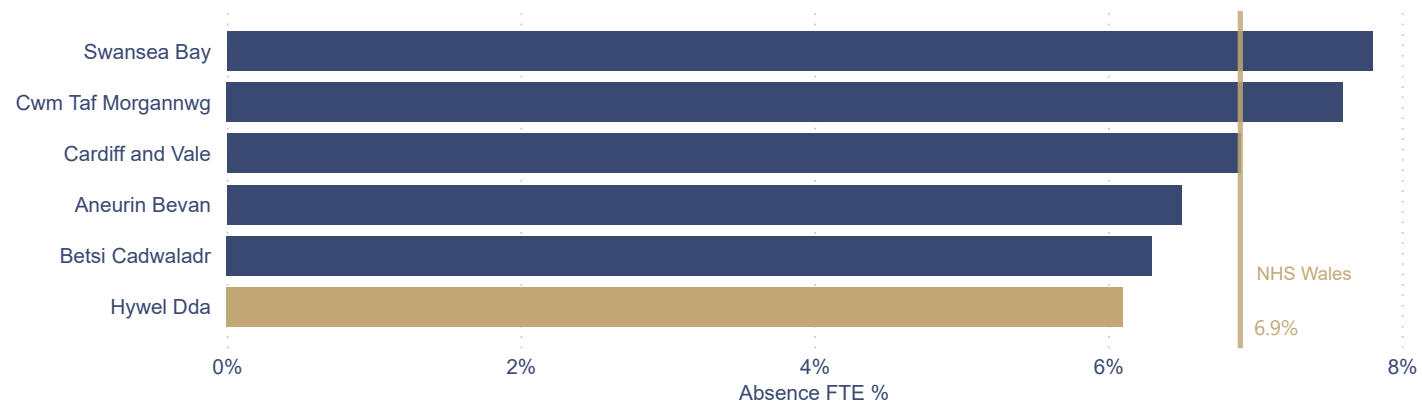


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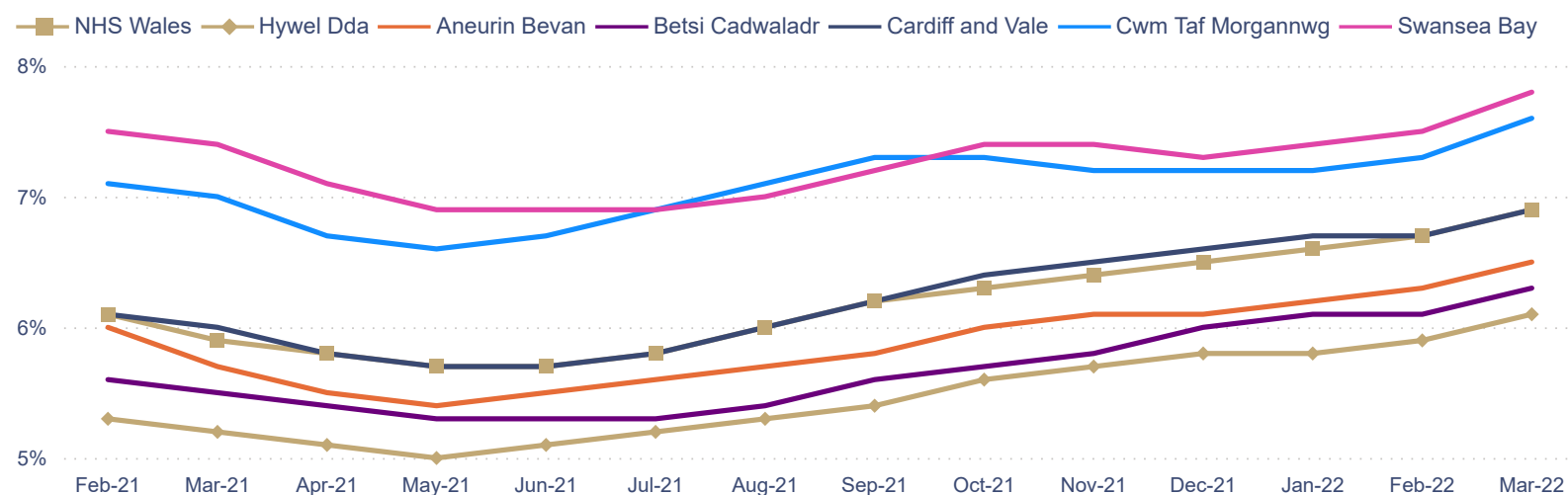
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Please note that NHS Wales Benchmarking figures are currently only up to March 2022 as such the Hywel Dda figures on this page are also as at March 2022.

Sickness absence FTE % March 22 performance compared to other Health Boards and NHS Wales



Rolling 12M sickness absence rates Jan '21 - Mar '22





541

Telephone Requests for
advice

Management Referrals	Target (Working days)	Jun-22	Compliance
Receipt to triage	2	189	98%
		5	2%
Receipt to first offered appointment	20	49	88%
		19	10%
Not complete - Requires Doctor Appointment		2	1%
Not complete - Form returned as incomplete		2	1%

3

Waiting Times - Physiotherapist
(Weeks)

1820

Action point calls received

Self Referrals	Target (Working days)	Jun-22	Compliance
Receipt to triage	2	49	100%
Receipt to first offered appointment	30	49	100%

Occupation Health Doctor waiting times
for these metrics are currently not
applicable as yet recruit an Occupational
Health DoctorWaiting Times - Doctor
(Weeks)

221

Immunisations given

Clearances	Target (Working days)	Jun-22	Compliance
Occupational Health clearance	0-5 Days	287	91%
	5-10 Days	8	3%
	11 Days +	2	1%
Not Cleared Awaiting response		18	

4

Waiting Times - Nurse
(Weeks)

315

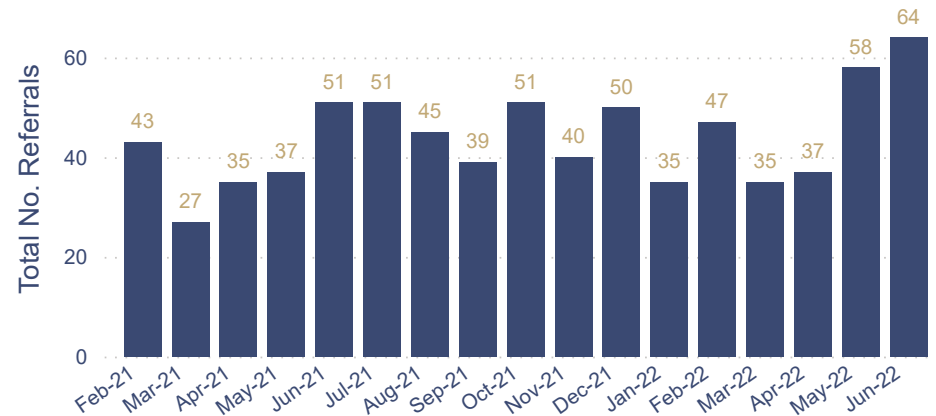
Pre-employment questionnaire
clearance requests

Staff Psychological Wellbeing Activity

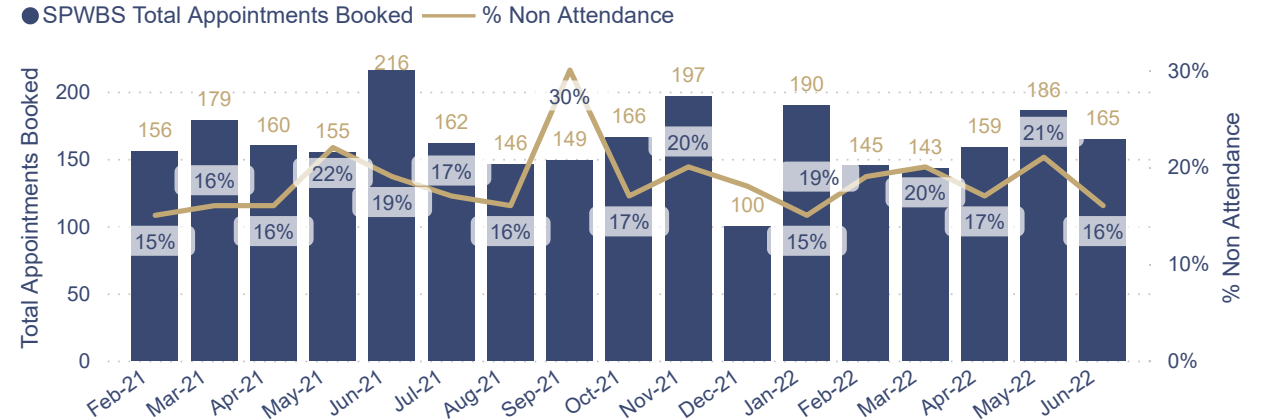


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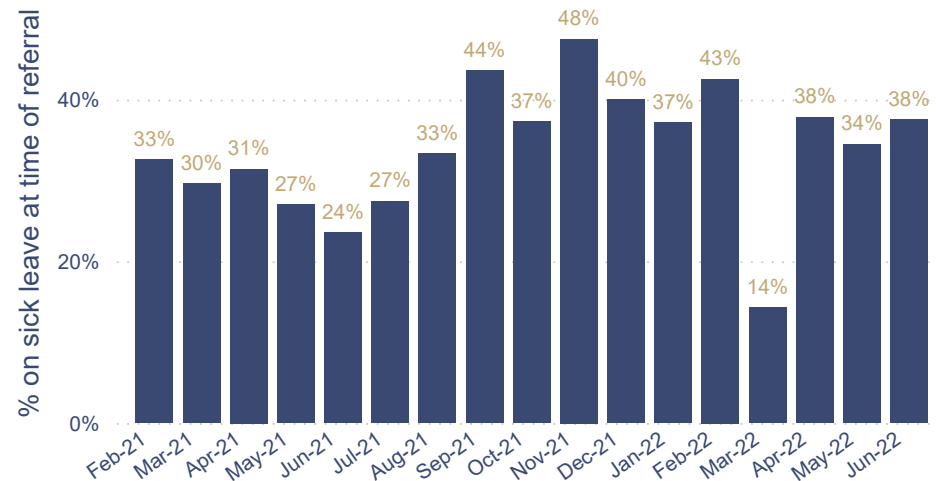
Total No. Referrals



SPWBS Total Appointments Booked and % Non Attendance



% on sick leave at time of referral



Maximum Waiting Time (Weeks)

Month Name	2020/ 2021	2021/ 2022	2022/ 2023
April		<1	3
May		2.5	4
June		2	4.5
July		2	
August		3	
September		3	
October		2.5	
November		3	
December		5	
January		4	
February	<1	5	
March	<1	5	

Unique SharePoint Viewers

Apr-22
143

May-22
213

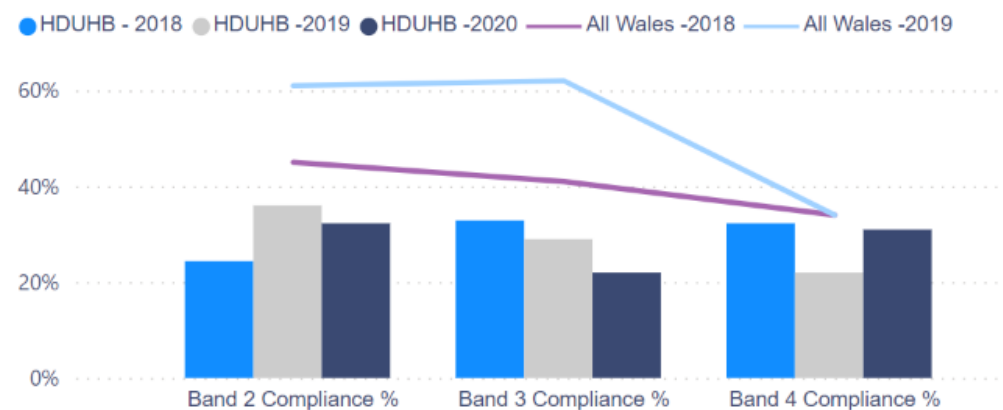
Jun-22
214

Care First Appointments (data sent Quarterly)

Month Name	2020/ 2021	2021/ 2022	2022/ 2023
April		2	0
May		2	3
June		3	1
July		7	
August		4	
September		3	
October		5	
November		7	
December		2	
January		2	
February	0	3	
March	0	4	



Career Framework Data



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.

L&D continue to cleanse data and input all qualifications towards the framework in ESR, creating one source of truth. A dedicated role is now in place to support services to reach compliance. Qualifications are being developed to allow for Band 4 achievement. Learning & Development attend operational meetings to promote All Wales Compliance against Target.

Career Framework- Percentage with requisite level of health related qualification.

Profession	% Level 2	% Level 3	% Level 4
Bank Staff (on Bank only contracts)	2.1%	8.8%	37.5%
CAMHS	0.0%	58.3%	100.0%
Dietetics	0.0%	0.0%	0.0%
Nursing & Midwifery	25.7%	33.3%	43.2%
Occupational Therapy	0.0%	36.4%	28.6%
Other Allied Health Discipline	0.0%	0.0%	58.3%
Physiotherapy	0.0%	39.1%	57.9%
Podiatry	0.0%	0.0%	0.0%
Radiology	0.0%	14.3%	0.0%
Speech and Language service	0.0%	100.0%	17.6%

Please note that where zero percent is shown; there are minimal staff at this level for these professions. Please see headcount Table

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank Staff (on Bank only contracts)	676	14	57	5	8	3
CAMHS	0	0	12	7	2	2
Dietetics	0	0	6	0	1	0
Nursing & Midwifery	1076	277	655	218	95	41
Occupational Therapy	0	0	11	4	49	14
Other Allied Health Discipline	1	0	2	0	12	7
Physiotherapy	4	0	46	18	38	22
Podiatry	0	0	2	0	2	0
Radiology	1	0	28	4	7	0
Speech and Language service	0	0	3	3	17	3
Total	1758	291	822	259	231	92

Active Volunteers



563

Volunteers on Hold



126

New Volunteers being processed

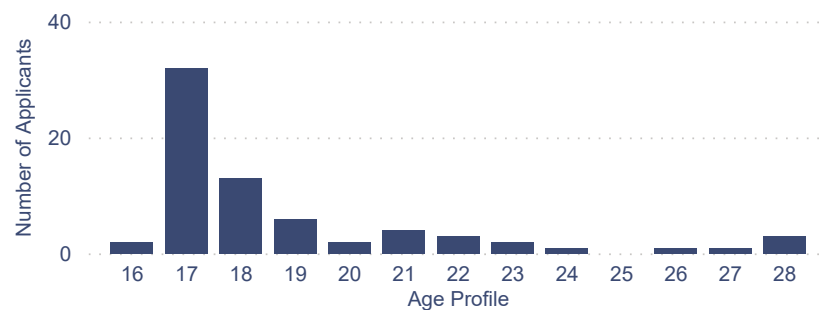


22

Work Experience

County	Number of applications	Number of applicants completing or completed work experience	Number of applicants completed Virtual work experience
Carmarthenshire	46	8	2
Ceredigion	5		
Pembrokeshire	19	1	
Total	70	9	2

Ages of Work Experience Applicants



Gender Profile Work Experience



Male: 26

Female: 44

Events & Partnership Initiative

Careers Events / Job Centre Plus(JCP) opportunities fair

County	Number of Events
Carmarthenshire	4
Ceredigion	2
Pembrokeshire	2

School Engagement

County	Number of Events	Year(s) group engagement	Number of Students engaged
Carmarthenshire		1 Year 12	30
Ceredigion		1 Year 12	60
Pembrokeshire		2 Year 10	240

Valued Partnership Initiative - new links

County	Valued Partner Schools				
Carmarthenshire	Ysgol Bro Myrddin	Ysgol Bryngwyn	Ysgol Glan y Mor	Ysgol Coedcae	Ysgol Strade
Ceredigion	Canolfan Aeron	Canolfan Y Eos	Ysgol Bro Pedr	Ysgol Bro Teifi	
Pembrokeshire	Ysgol Bro Gwaun	Ysgol Caer Elen			

Future Workforce April 2022 - June 2022 Apprentices

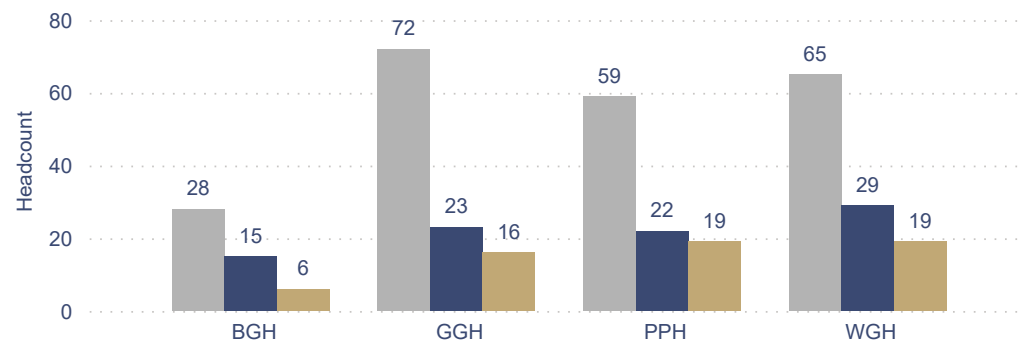


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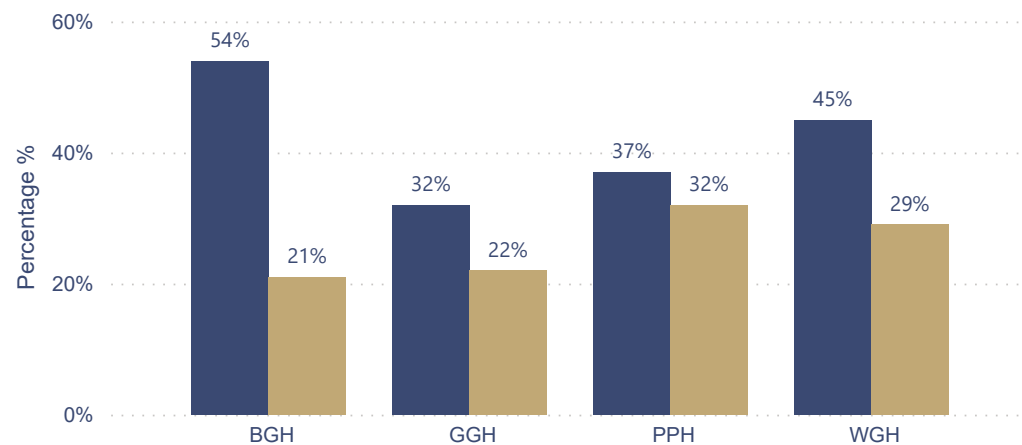
Number of 2022 Healthcare apprentices who Applied , Invited to Assessment and Offered by Site

● Applied ● Invited to Assessment ● Offered



Percentage of 2022 Healthcare apprentice applications successful at shortlisting and Percentage of applications offered jobs by Site

● Percentage of applications successful at shortlisting ● Percentage of applications offered jobs

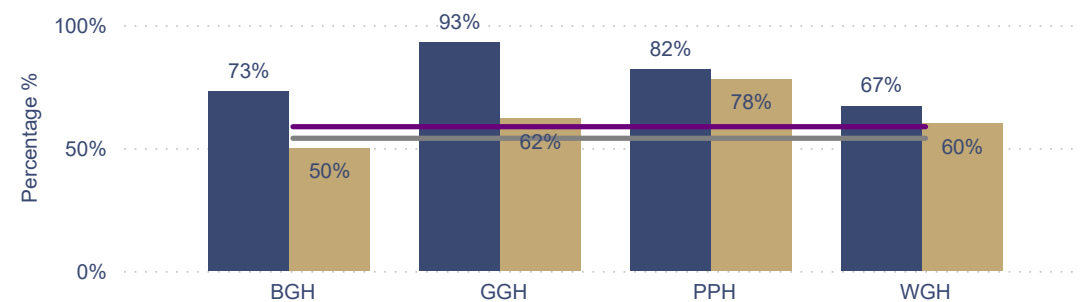


Welsh Language Speaking Skills

Wesh Language	2021 Healthcare Apprentices	2021 Healthcare Apprentices %	2022 Healthcare Apprentices	2022 Healthcare Apprentices %
Level 0-2	37	48%	36	60%
Level 3-5	40	52%	24	40%

Retention of Apprentices compared to the national rate for UK (58.7%) and Wales (54%)

● % Completing L2 ● % Completing L3 — Wales Rate — UK Rate



Apprentice Retention Rate

Cohorts	Current Numbers	Number started	Overall Retention Rates
Healthcare 2019	40	51	78%
Healthcare 2021	42	56	75%
Patient Experience 2019	3	4	75%
Patient Experience 2021	4	5	80%
Workforce Development 2021	1	1	100%
Digital Services 2021	2	2	100%
Electrical Engineering	3	3	100%
Mechanical Engineering	3	3	100%
Plumbing	1	1	100%
Corporate Governance	2	2	100%

Future Workforce April 2022 - June 2022 Higher Awards



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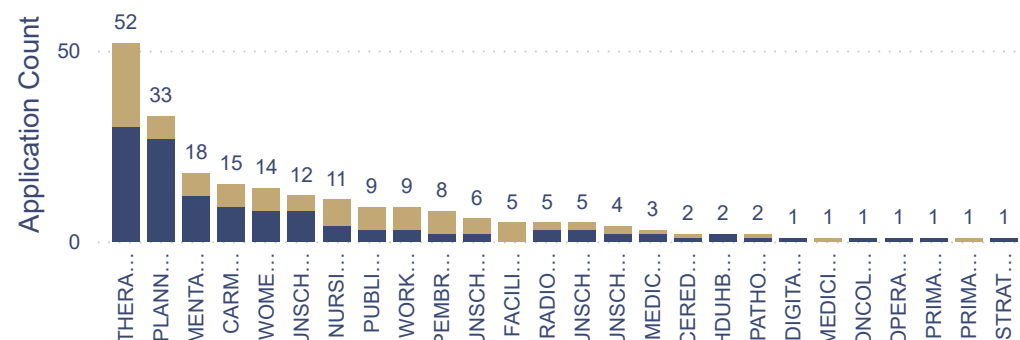
Module or Full Award Panel Approved?	Full Award Application Count	Course fee	Module Application Count	Course fee	Total Application Count	Course fee
Application Approved	162	384,868	60	72,970	222	457,838
Withdrawn	22	73,600	5	10,683	27	84,283
Total	184	458,468	65	83,653	249	542,121

Funding source for approved applications

Module or Full Award Funding Source	Full Award Application Count	Course fee	Module Application Count	Course fee	Total Application Count	Course fee
Charitable Funds	5	19,160	14	20,511	19	39,671
Department	26	59,129	20	29,722	46	88,851
Externally Funded	15	14,410	2	0	17	14,410
HEIW	58	167,499	12	19,896	70	187,395
Nursing	29	74,840	7	675	36	75,515
Study Leave	18	44,198	2	2,166	20	46,364
University Provision	11	5,632	3	0	14	5,632
Total	162	384,868	60	72,970	222	457,838

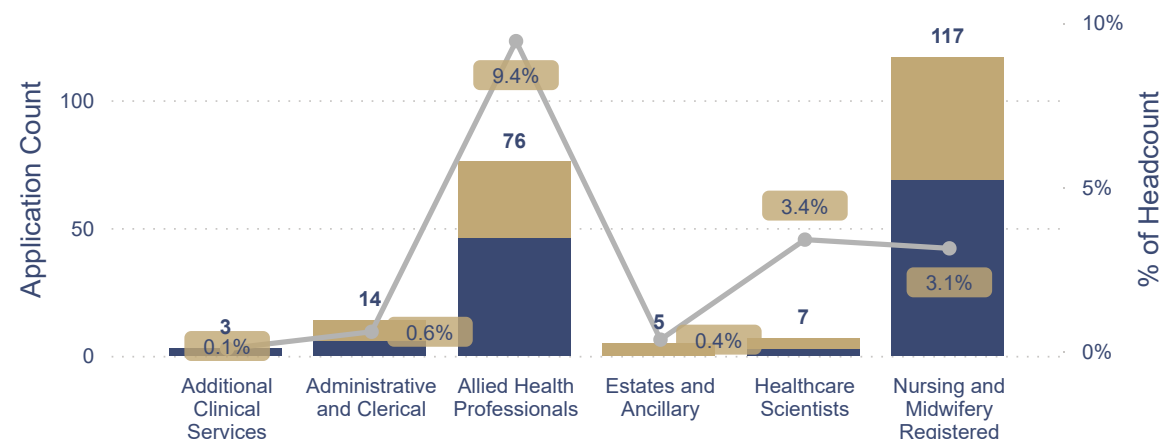
Total approved applications by directorate

Year of Study ● Y1 ● Y2 +



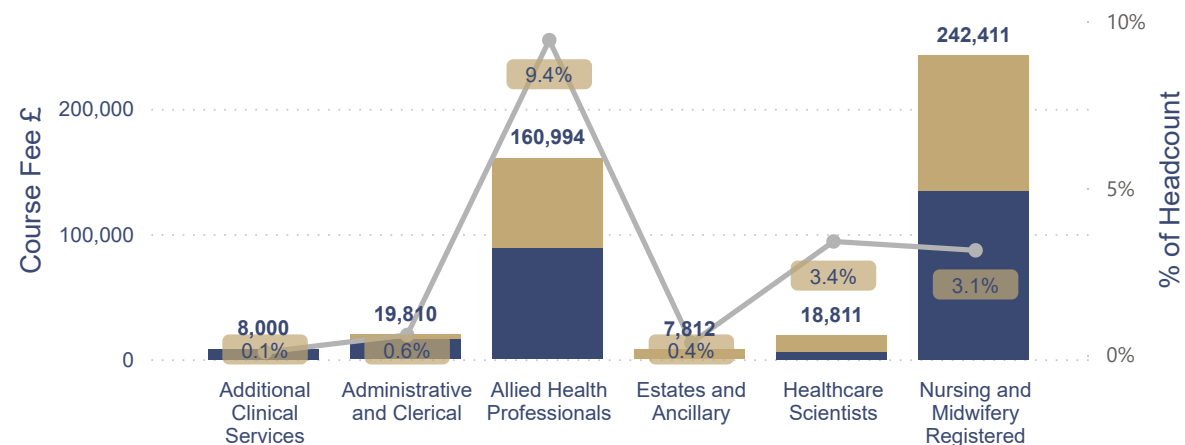
Total approved applications by staff group

Year of Study ● Y1 ● Y2 + ● % of Headcount



Total course fee by staff group

Year of Study ● Y1 ● Y2 + ● % of Headcount



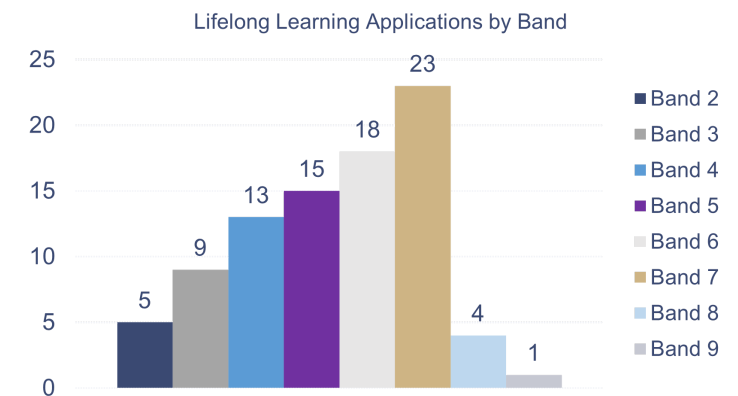
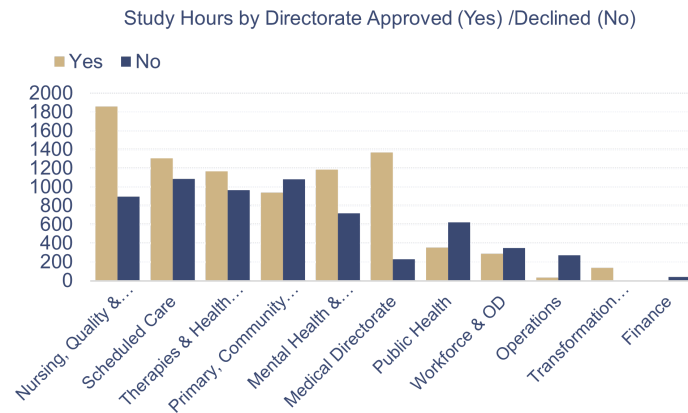
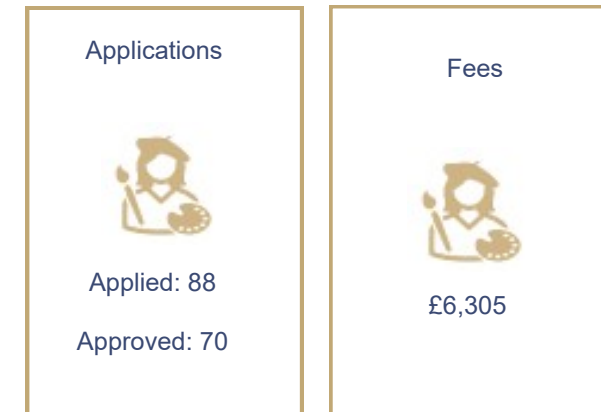
Study Leave



Making a Difference



Lifelong Learning Fund



Core Skill Training Framework as at June 2022



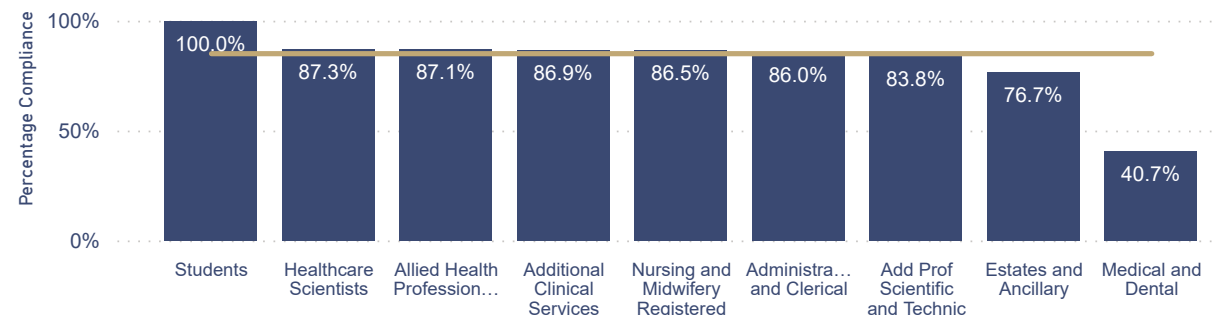
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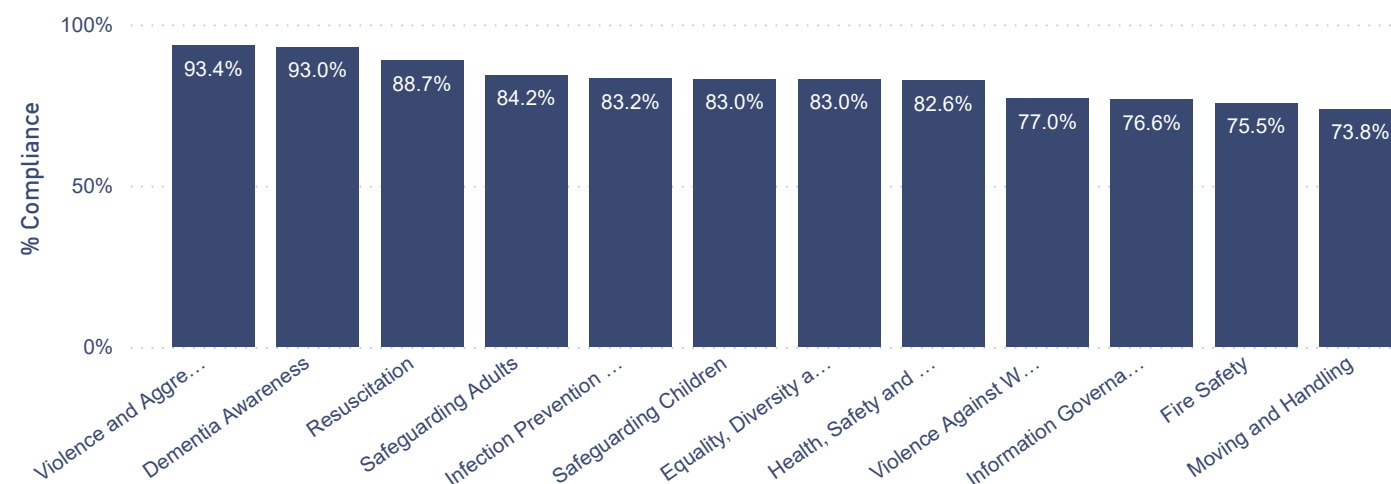
Compliance Name	May-22	Jun-22
Dementia Awareness	93.0%	93.0%
Equality, Diversity and Human Rights	82.9%	83.0%
Fire Safety	76.1%	75.5%
Health, Safety and Welfare	82.5%	82.6%
Infection Prevention and Control	84.5%	83.2%
Information Governance	76.9%	76.6%
Moving and Handling	74.1%	73.8%
Resuscitation	88.7%	88.7%
Safeguarding Adults	84.3%	84.2%
Safeguarding Children	83.1%	83.0%
Violence Against Women, Domestic Abuse and Sexual Violence	77.1%	77.0%
Violence and Aggression	93.5%	93.4%
Total	83.1%	82.8%

CSTF compliance by Staff Group compared to 85% Target

● CSTF ● 85% Target



CSTF compliance by competency name



Directorate with < 85% Compliance	Headcount	Compliance
L4: ASST DIR OPS QUALITY & NURSING	23	50.0%
L4: CARMARTHENSHIRE COUNTY	420	83.5%
L4: CEREDIGION COUNTY	211	84.6%
L4: CHIEF EXECUTIVE	85	76.6%
L4: FACILITIES	1,404	76.1%
L4: MEDICINES MANAGEMENT	272	83.9%
L4: NURSING	260	84.9%
L4: OPERATIONS DIR MANAGEMENT	1,982	84.2%
L4: PLANNED CARE	1,422	78.3%
L4: PRIMARY CARE MANAGEMENT	91	84.7%
L4: RADIOLOGY	297	80.7%
L4: STRATEGIC PLANNING	32	84.8%
L4: UNSCHEDULED CARE BRONGLAIS	430	78.2%
L4: UNSCHEDULED CARE GLANGWILI	776	73.0%
L4: UNSCHEDULED CARE PRINCE PHILIP	622	80.3%
L4: UNSCHEDULED CARE WITHYBUSH	641	80.1%
L4: WOMEN & CHILDREN	789	81.7%

Core Skills Training benchmarking as at March 2022



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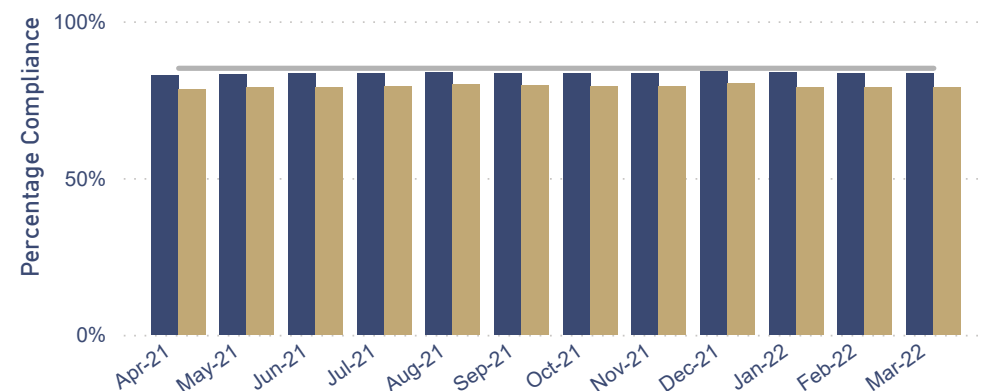
Please note that NHS Wales Benchmarking figures are currently only up to March 2022 as such the Hywel Dda figures on this page are also as at March 2022.

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)

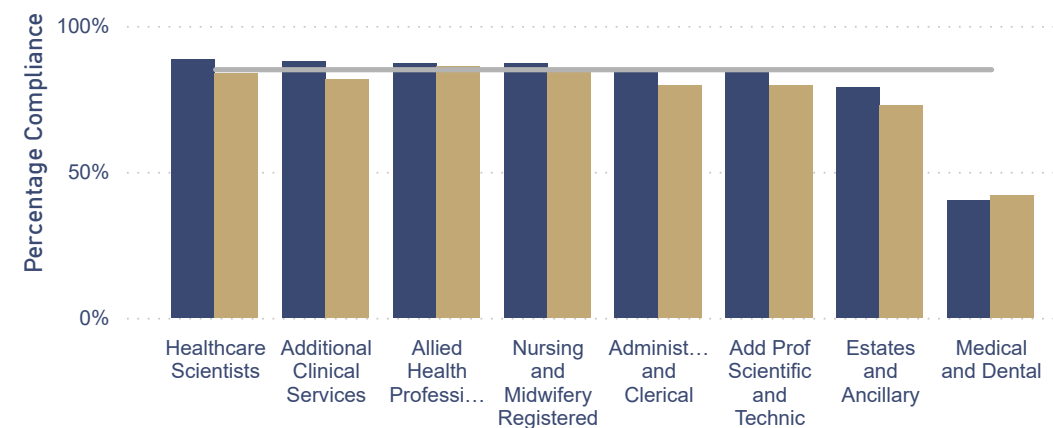
CSTF compliance month on month compared to NHS Wales and 85% Target

● Hywel Dda ● NHS Wales ● 85% Target



CSTF compliance by Staff Group compared to NHS Wales and 85% Target

● Hywel Dda ● NHS Wales ● 85% Target



Annual Leave Balances as at 30th June 2022



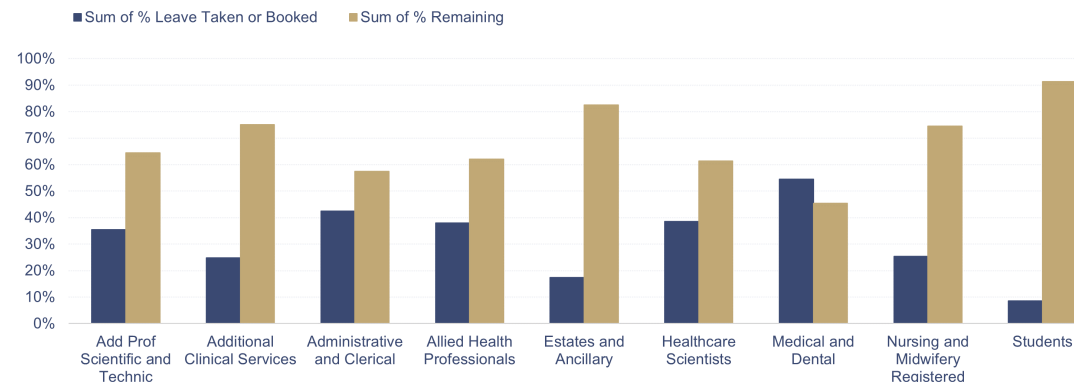
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Hywel Dda
University Health Board

Areas with no annual leave recorded as taken on ESR as at 30th June 2022
(Excluding M&D Staff group)

Org L4	Org L8	Leave Taken	Assignments
CARMARTHENSHIRE COUNTY DBAA	CAR GGH COVID-19 CARMS 1681	-	1
CEREDIGION COUNTY DCAA	CER BGH Ceredigion Home Based Care Service 1813	-	1
CEREDIGION COUNTY DCAA	CER BGH County Management Team 1257	-	10
CEREDIGION COUNTY DCAA	CER BGH District Nursing North Group 0442	-	1
CEREDIGION COUNTY DCAA	CER BGH Palliative Care 1259	-	7
CHIEF EXECS OFFICE DTAA	HDUHB Centre for Excellence Rural Health (CfERU) 1550	-	2
FACILITIES DEAA	CAR AV Catering 0325	-	3
FACILITIES DEAA	CAR AV Hotel Services 0323	-	8
FACILITIES DEAA	CAR AV Portering 0324	-	3
FACILITIES DEAA	CAR COMM Hotel Services 0338	-	8
FACILITIES DEAA	CAR GGH Accommodation 0269	-	5
FACILITIES DEAA	CAR GGH Generic & Rapid Response Support 1450	-	22
FACILITIES DEAA	CAR GGH Portering 0266	-	41
FACILITIES DEAA	CAR LLAND Hotel Services 0279	-	9
FACILITIES DEAA	CAR LLNDVRY Llandoverly Catering 1491	-	1
FACILITIES DEAA	CAR PDS Catering 1020	-	7
FACILITIES DEAA	CAR PDS Hotel Services 1019	-	11
FACILITIES DEAA	CAR PPH Accommodation 0317	-	3
FACILITIES DEAA	CAR PPH Hotel Services Evening Staff 0314	-	34
FACILITIES DEAA	CAR PPH Portering 0311	-	28
FACILITIES DEAA	CER BGH General Office 0498	-	3
FACILITIES DEAA	CER BGH Portering 0547	-	22
MEDICAL DAAD	HDUHB Transforming Clinical Services 1597	-	2
MEDICINES MANAGEMENT DOAA	CAR PDS Pharmacy 1014	-	7
MENTAL HEALTH & LEARNING DISABILITIES DLAA	CAR Bromyrddin LD 0980	-	1
MENTAL HEALTH & LEARNING DISABILITIES DLAA	CAR GGH CAMHS Forensic/YOT Services 1355	-	1
MENTAL HEALTH & LEARNING DISABILITIES DLAA	CER ABER Crisis Team Cere 1066	-	17
MENTAL HEALTH & LEARNING DISABILITIES DLAA	PEM HVFD HSE Pembrokeshire LD PBIS 0989	-	1
PATHOLOGY DMAC	CER BGH Haematology 1516	-	1
PEMBROKESHIRE COUNTY DDAA	PEM SPH Medical Staff 0861	-	1
PLANNED CARE DIAA	CAR GGH Medical Staffing Anaesthetics 0052	-	7
PRIMARY CARE MANAGEMENT DJAA	CAR PDS Primary Community & LTC Management 1334	-	2
PRIMARY CARE MANAGEMENT DJAA	HDUHB Oxygen & LTC Managers 1468	-	3
PUBLIC HEALTH DYAA	HDUHB COVID-19 Public Health Bank Staff 1782	-	15
PUBLIC HEALTH DYAA	HDUHB Public Health Admin 1319	-	1
PUBLIC HEALTH DYAA	HDUHB TB Outbreak 1653	-	1
RADIOLOGY DMAB	PEM WGH Medical Staff Radiology 0832	-	1
UNSCHEDULED CARE BRONGLAIS DMBA	CER BGH Medical Day Unit 0430	-	6
UNSCHEDULED CARE BRONGLAIS DMBA	CER BGH Pool Nurse 1814	-	2
UNSCHEDULED CARE GLANGWILI DMCA	CAR GGH General Medicine 0063	-	1
UNSCHEDULED CARE GLANGWILI DMCA	CAR GGH Medical Staff A&E 0055	-	1
UNSCHEDULED CARE GLANGWILI DMCA	CAR GGH Preseli Ward - General Surgery 0001	-	1
UNSCHEDULED CARE PRINCE PHILIP DMDA	CAR GGH Parkinsons Specialist Nurse 0131	-	3
UNSCHEDULED CARE PRINCE PHILIP DMDA	CAR PPH Cardiac Care Unit 0086	-	14
UNSCHEDULED CARE PRINCE PHILIP DMDA	CAR PPH Elderly Care Day Hosp 0152	-	5
UNSCHEDULED CARE PRINCE PHILIP DMDA	CAR PPH General Medicine 0087	-	1
UNSCHEDULED CARE PRINCE PHILIP DMDA	CAR PPH MIU Medical Staff 0061	-	2
WOMEN & CHILDREN DACA	CER BGH Medical Staffing Paediatrics 0484	-	1
WOMEN & CHILDREN DACA	PEM WGH Flying Start Project (Midwifery) 1534	-	1

% Annual Leave Taken or Booked on ESR vs Remaining Balance



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.

Temporary Workforce Usage & Spend Month on Month



GIG
CYMRU
NHS
WALES

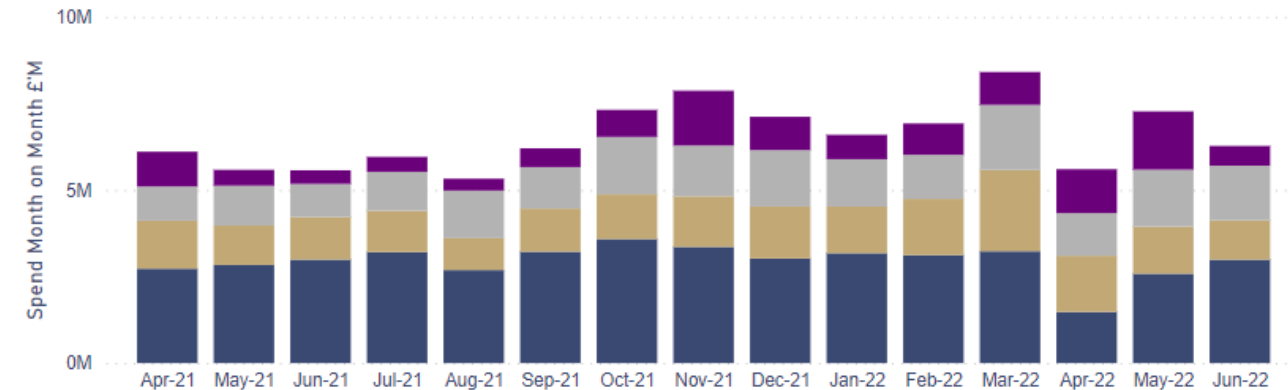
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

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

Month Name	2020/2021	2021/2022	2022/2023
April	3.36%	6.84%	6.46%
May	3.19%	7.04%	6.12%
June	3.45%	7.47%	6.94%
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%	7.15%	
February	3.98%	7.08%	
March	3.12%	5.13%	

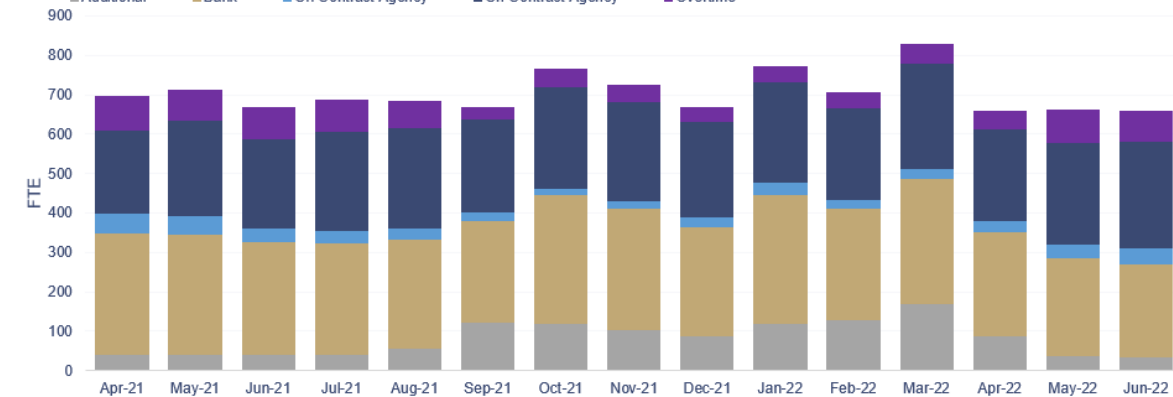
Variable Pay Month on Month

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



Temporary Workforce Utilisation

Additional Bank Off Contract Agency On Contract Agency Overtime



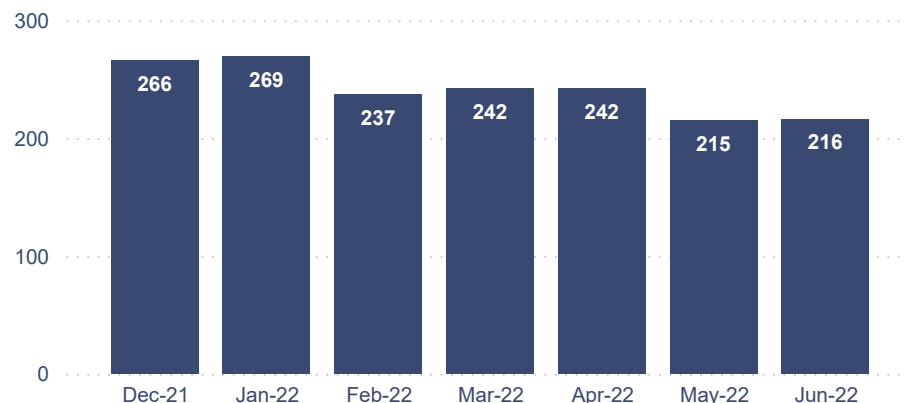
Organisational Development as at 30th June 2022 Culture & Workforce experience



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WALES

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Hywel Dda
University Health Board

Board Outcome Surveys Completed Month on Month



Thinking of
Leaving Survey



149 Responses

Retirement
Letters



245 personal
letters sent

Exit Interviews/
Questionnaires



Interviews: 19

Questionnaires:
259

HAPI Benefits
sign up



1651 in June

4666 to Date

Board Outcome
Survey



Completed to
Date: 1687

Spaces for
Listening



Staff: 70

Sessions: 8

Reflect & Act



Staff: 96

Sessions: 5

Bespoke CWE
Interventions



Staff: 69

Sessions: 5

Culture
Re-set



Staff: 154

Sessions: 11

Performance
Management
Training



Staff: 587

Sessions: 45

Values
Awareness



Staff: 216

Sessions: 19

Organisational Development as at 30th June 2022

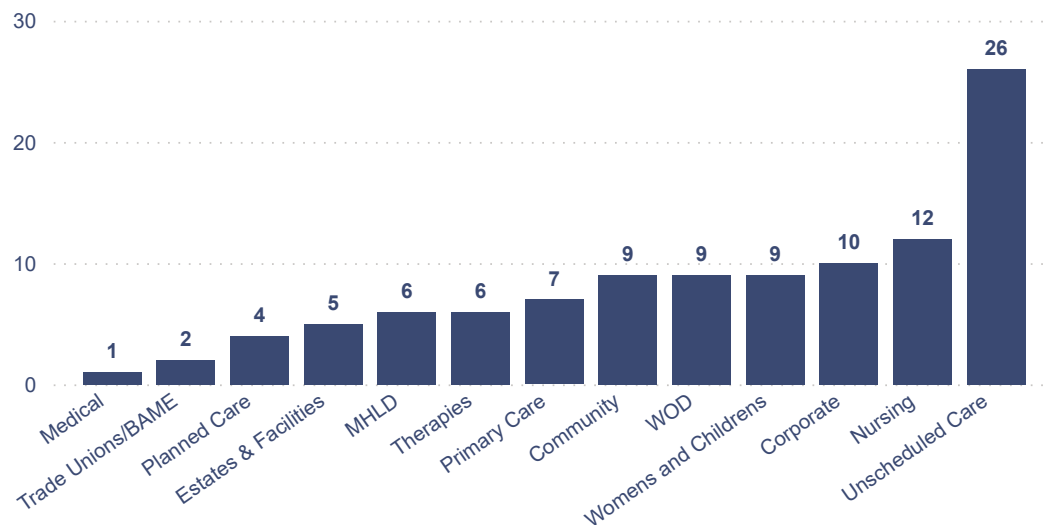
People and Organisational Effectiveness



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Hywel Dda
University Health Board

People and Organisational Effectiveness Teams Reached



Total Teams
Reached as at
June 2022



104

We are embarking on a programme of culture change across Hywel Dda. Our new team of Organisation Development Relationship Managers will work as conduits to link our Workforce & Organisation Development teams and our services.

We will work with our services to create People Culture Plans to really drive the culture change from the ground.

Our focus is to build trusting relationships with our leaders, our staff side and our staff. The way we do this will be critical to its success, we are doing this to make every day have the potential to be a good day in work.

Organisational Development as at 30th June 2022

Leadership Development



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NHS
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Hywel Dda
University Health Board

Senior Team Development

Doctors	Participants
Peer Mentoring	31
New Consultant Development	17
Medical Leadership Forum	33
SAS Professional Forum	34

Chief Operating
Officers Team



Participants: 9

Senior Finance
Team



Participants: 14

Triumvirate



5 Operational
Teams

Executive Team & Board Development

Executive Team Residentials	9
Board Development	22
All Wales Chief Executive	15

Leadership Development

STAR



Participants: 37

Cohorts: 3

Warwick
Behavioural
Insights



Participants: 24

Cohorts: 1

Coaching

Receiving
Coaching



Staff: 208

Sessions: 342

Trainee
Coaches



Staff: 51

Internal
Coaching
Network



15

Reverse
Mentoring



Pairs: 24

Sessions: 87

		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 August 2022
Workforce Profile										
Workforce profile - Employee headcount by gender	Metric		√							
Workforce profile – Employee full time equivalent (FTE) 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 FTE	Metric		√							
Workforce profile - Headcount by staff group	Metric		√							
Workforce profile - FTE by staff group	Metric		√							
Starters/Leavers										
In month Turnover rates by FTE & Headcount	Metric		√							
12 month Turnover rate by FTE & Headcount	Metric		√							
Number of Starters & Leavers (In Month) by Staff Group	Metric		√							
Starters and Leavers by staff group for the last 12 months	Metric		√							
Number of leavers by sorted by reason for leaving in month	Metric		√							
Number of leavers by sorted by reason for leaving in the last 12 months	Metric		√							
Number of employees who retired & returned in the last 12 months (Jul21-Jun22)	Metric		√							
Number of employees who retired & returned in the last 12 months who are still employed as at 30 June 22 (Jul21-Jun22)	Metric		√							
WTE of Retired & returned staff still in post before retiring	Metric		√							
WTE of Retired & returned staff still in post after returning	Metric		√							
Turnover for the last 12 months with a comparison to NHS Wales performance (exc ‘churn’) and average of other health boards to include ‘churn’ (exc Vel)	Metric		√							
Turnover 12M average compared to other NHS Wales Organisations	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						√			
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 other Health Boards in Wales	KPI		√							
Vacancy creation to unconditional offer in days compared other Health Boards in Wales	KPI		√							
Time to Hire by Staff group compared to 3 other organisations (Swansea Bay, Cardiff & Vale and Betsi)	KPI									
Number of followers on social media platforms e.g. Twitter, Facebook, LinkedIn, Instagram	Metric		√							
Time to Hire by Staff group compared to 3 other organisations (Swansea Bay, Cardiff & Vale and Betsi)	KPI									
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		√							
Month on Month Recruitment Volumes	Metric		√							
Time to Target for recruitment checks compared to other health boards in wales	Metric		√							
Number of Welsh Essential vacancies advertised year on year	Metric		√							
Welsh Language										
% completion of Welsh Language skills recorded on Electronic Staff Record	KPI		√							
% completion of Welsh Language skills recorded on Electronic Staff Record at Foundation (Sylfaen) level 2 & above	KPI		√							
% completion of Welsh Language skills recorded on Electronic Staff Record at Intermediate (canolradd) level 3 & above	KPI		√							
Number of staff with no record of Welsh Language skills recorded on Electronic Staff Record by staff group	KPI		√							
Job Evaluation										
Job Evaluation activity, Job Descriptions waiting & Panel Hours	KPI		√							

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 August 2022
Job Evaluation status of live Job Descriptions	Metric		√							
Job Evaluation current service status gauge	KPI		√							
PADR, Job Planning and Overall Staff Engagement										
National Delivery Framework Target: Overall staff engagement score – scale score method	KPI			√						
June 2022 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		√			√	√			
In date PADR by Ethnic Group	Metric		√	√	√	√	√			
In Date PADR by Disability	Metric		√	√	√	√	√			
In Date PADR by Gender	Metric		√	√	√	√	√			
Sickness Absence										
National Delivery Framework Target: Percentage of sickness absence rate of staff	KPI			√						
Sickness FTE % Absent by reason if the absence % is greater than 0.5%	Metric			√						
COVID-19 sickness absence and self-isolation/shielding absence	Metric			√						
% FTE Absent in month, with comparator to prior month and June 2021	Metric			√						
%FTE Absent by Staff group with headcount for reference	Metric			√						
Sickness absence FTE % March 2022 compared to other Health Boards & NHS Wales	Metric			√						
Rolling 12M absence from Jan 21 to Mar22 by Health Board & NHS Wales	Metric			√						
Occupational Health Activity										
Occupational Health activity – Number of advice requests received per month - including phone and action point	Metric			√						
Occupational Health activity – Number of pre-employment questionnaire clearance requests	Metric			√						
Occupational Health activity – clearance requests completed within targets and percentage of compliance	KPI			√						
Occupational Health activity – Number of management referrals received in month	Metric			√						
Occupational Health activity – Number of self-referrals received in 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 - 2 working day from receipt to triage	KPI			√						
Occupational Health activity – management or self-referrals - 30 working days from receipt of referral to first appointment offered	KPI			√						
Immunisations - Number of Immunisations in 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			√						
SPWBS total appointments booked & % non-Attendance	Metric			√						
SPWBS Unique sharepoint viewers per month	Metric			√						
Future Workforce										
National Delivery Framework Target: Data in relation to HCSW framework on annual basis and related requirements for funding	KPI		√		√					
Future Workforce - Number of active volunteers as of 30 th June 2022	Metric		√							
Future Workforce - Number of volunteers on hold	Metric		√							
Future Workforce - Number of volunteers being processed	Metric		√							
Future workforce – Headcount of participants accessing work experience by county	Metric		√							
Future Workforce – Work Experience profile by age and gender	Metric		√							
Future Workforce –Careers events / Job centre plus opportunities fairs held by county	Metric		√							
Future Workforce – School engagement	Metric		√							
Future Workforce – Valued partnership new links.	Metric		√							
Apprentices –Recruitment- number of 2022 healthcare apprentices by site applied, invited to assessment and offered jobs.	Metric		√		√					
Apprentices – percentage of applications successful at shortlisting and percentage of applications offered jobs by site.	Metric		√		√					
Apprentices – apprentice retention rate by cohort	Metric		√		√					
Apprenticeships - Overall achievement rates by cohort against National Averages for Wales & UK	KPI		√		√					
Number of Staff accessing higher awards broken down by full award or module	Metric				√	√				
Number of approved higher awards applications by funding source	Metric				√	√				
Number of approved higher awards applications by staff group with the percentage taken against headcount for each staff group	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 August 2022
Course fee of approved higher awards applications by staff group with percentage taken against headcount for each staff group	Metric				√	√				
Approved higher award applications by directorate.	Metric				√	√				
Study Leave – Number of hours requested and approved	Metric				√	√	√			
Study Leave – Total Fees requested and approved	Metric				√	√	√			
Study Leave – Number of Applications requested and approved	Metric				√	√	√			
Study Leave – Number of hours approved/declined by directorate	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										
National Delivery Framework Target: Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework (CSTF)	KPI						√			
National Delivery Framework Target: Percentage of employed NHS staff completing dementia training at an informed level	KPI						√			
CSTF compliance by module for the 12 competencies measured internally	Metric						√			
CSTF compliance by staff group compared to 85% Target	Metric						√			
CSTF – Directorates with less than 85% Target compliance with headcount of directorate	Metric						√			
Core Skills Training Compliance with a comparison to NHS Wales and 85% target	KPI						√			
Core Skills Training Compliance with a comparison to NHS Wales and 85% target by Staff group	KPI						√			
Annual Leave										
% Annual leave taken & booked versus remaining by staff group	Metric								√	
Areas (excluding M&D Staff group) with no ESR recorded as taken as at June 2022	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										
Board outcomes survey – number of surveys completed to date and month on month	Metric	√		√	√	√	√			
Thinking of Leaving survey – number of responses	Metric	√		√	√	√	√			
Culture and Workforce Experience: Retirement Letters – number of letters sent	Metric	√	√	√		√	√			
Culture and Workforce Experience: Exit Interviews / Questionnaires – number of interviews and number of questionnaires	Metric	√	√	√		√	√			
HAPI Benefits sign ups – number of sign ups	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: Culture Reset Sessions – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: Bespoke Interventions – number of staff attended and number of sessions	Metric	√	√	√		√	√			
Culture and Workforce Experience: Reflect & Act (Listening Spaces) – number of staff attended and number of sessions	Metric	√	√	√		√	√			
People & Organisational Effectiveness– total teams reached summary & break down by directorate	Metric	√	√	√	√	√	√			
Leaders, Staff & Senior Team Development: Leadership Development for Doctors – staff attended and number of programmes	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Leadership Development for Executive Team and Board	Metric	√		√	√	√	√			
Leaders, Staff & Senior Team Development: Senior Leaders – : Leadership Development for Senior Finance, Chief Operating Officers team and Triumvirate	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:	Metric	√		√	√	√	√			