

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	18 February 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling (Executive Director of Workforce & OD / Interim Deputy CEO)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion

**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 revised set of 10 Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2024/25. The POs set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

For 2024/25, one Planning Objective has been aligned to the People, Organisational Development and Culture Committee (PODCC), namely PO1 Workforce Stabilisation.

As in previous years it is the expectation that PODCC will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

**Cefndir / Background**

The Planning Objectives are the bedrock of our Annual Plan for 2024/25, and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objective (workforce stabilisation) aligned to the PODCC.

The PO is made up of a number of different components, and the overarching narrative as described in the 2024/25 Annual Plan is: *"The Planning Objective is focused on workforce sustainability and aims to achieve this through the delivery of workforce planning, recruitment, retention, and development, and effectiveness initiatives"*.

The description and specific measurable actions of the PO as detailed in the 2024/25 Annual Plan was presented to the Committee in June 2024.

**Asesiad / Assessment**

The overarching status of the PO is on-track as it was for the previous reporting period. Highlight reports for the individual components of the PO can be found in annex 1 demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months.

#### **Argymhelliad / Recommendation**

The Committee is asked to receive an assurance on the current position in regard to the progress of the Planning Objective (PO1 Workforce Stabilisation) aligned to the People, Organisational Development, and Culture Committee, in order to assure the Board that the Planning Objective is progressing and is on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its key deliverables.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.4 To receive an assurance on delivery against all relevant Planning Objectives
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
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 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Report presented to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within 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:	Public Board - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Any financial impacts and considerations are identified in the report

<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Any issues are identified in the report
<b>Gweithlu: Workforce:</b>	Any issues are identified in the report
<b>Risg: Risk:</b>	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
<b>Cyfreithiol: Legal:</b>	Any issues are identified in the report
<b>Enw Da: Reputational:</b>	Any issues are identified in the report
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable



Submitted By: Tracy Walmsley

Date Submitted: 16 January 2025



Planning Objective: Development of a Workforce Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 3 2024/25

**Overall status:** On Track (to alignment of workforce planning in the Annual Planning Cycle)

**Rationale:**

The Workforce Plan had initially been scheduled for presentation to PODCC in June 2024, assurance can be provided that work has continued to refine and align the Operational Workforce Plans and Workforce Plan. An update was presented at PODCC in December 2024 and the report accompanying papers for February identifies how we are mitigating risks that are presenting in the Annual Planning Cycle by focusing on Professional Group Plans. The Workforce Plan is commensurate with the level of maturity within the HB workforce planning and planning per se.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

Draft Workforce Plan in place. All operational workforce plans are being quality assured and actions are being collated to align to Annual Planning Cycle. Over 70 service areas are engaged and professional groups leads engaged.

**Activities completed in previous reporting period**

- Ongoing alignment to Variable Pay work
- Quality assurance process designed for Operational Workforce Plans
- Implementation of the quality assurance process for Workforce Plans
- Review this quarter cycle for workforce themed risks and review of corporate workforce risks by professional groups
- Developed documentation and outline plan for IMTP for 2025/2026 forwards for workforce plan
- Professional Group Analysis for Professional Workforce Plans
- Professional Workforce Plans developed
- Baseline and Analysis of "Distance Travelled" 6-month review by professions relating to recruitment, Retention and Workforce Development
- Linking with Public Health on Population Health Based Workforce Planning
- Continue to work with corporate teams on opportunities for alignment/joint work: VBHC, Data Science etc
- Test the process "Culture", "Plan" and "Intervene" as a model for WOD alignment of ODRM, WFP and Operational Workforce colleagues

**Activities planned for next milestone and reporting period**

- Consolidation work for Annual Plan and Education Commission
- Continue to align with corporate teams and the professional group analysis/distance travelled with support from WOD colleagues.
- Continue with development of prioritisation framework

**Matters for information:**

**Risks to delivery:** Service and Team capacity to engage is a risk and therefore the Workforce Planning Team are seeking to "lead" the discussions with insight and engagement.

**Any other comments:** We are aware that we need to operate 12 months in advance of the recruitment, retention, education and efficiency plans developed in year to be framing the future needs and an implementation plan to address. We hope to make the shift this year.

**Planning Objective: Delivery of a targeted Recruitment Plan**

**Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

**Reporting Period: Quarter 3 2024/25**

**Overall status: On Track**

**Rationale: Work is ongoing and progressing**

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

- Final cohort of 15 IENs welcomed 28 November 2024;
- Weekly hard to fill and variable pay meetings;
- RN campaign to convert RN Agency Workers to substantive or bank continues. 17 offered during Q3. (In total 69 offered/12 however have since withdrawn);
- In country visit to Kerala (India) to participate in NHS Wales pilot to recruit Specialist Grade Drs. Successful outcome with 5 offers into Specialist Grade (first in Wales) and 1 Speciality Dr. Specialties include: Haematology, Emergency Medicine and Gastro. Doctors currently onboarding;
- March NQN SSP activity underway. 48.6WTE Band 5 RN vacancies submitted for SSP NQNs (22.6WTE adult, 24WTE MHLd, 2WTE Paeds). To date: 11 student nurses allocated to adult, 11 allocated to MHLd;
- 9 Senior Managers recruited (Band 8C+) via new Senior Management Recruitment process (excludes restricted competition);
- CEO Recruitment undertaken;
- Regular meetings with services leads and efficiency team to discuss exit strategies / recruitment solutions for agency workers covering vacancy gaps;
- LinkedIn and BMJ contracts renewed;
- Ongoing national AHP campaigns with successes with 3 x Physiotherapists and 1 x OT appointed as a direct result;
- Medical Stabilisation work underway.

**Activities completed in previous reporting period**

- 103 Newly Qualified Nurses started in September 2024 (81 Adult, 16 MHLd, 6 Paeds);
- International RN Recruitment Project completed. 296 IENs welcomed into HDUHB;
- Senior Medical Recruitment Guidance developed for Medical Recruitment teams.

**Activities planned for next milestone and reporting period**

- Closure report for International RN Recruitment Project;
- SSP for NQNs March cohort;
- EDoN and MD Executive Recruitment;
- Recruitment audits across staff groups to support Equality, Diversity and Inclusion workstreams;
- Roll out of new A4C Temp to Perm process (Band 2 – 8B incl);
- Attendance at Annual National Conference of the Indian Psychiatric Society (ANCIPS) in January 2025 to present and recruit into Hard to Fill gaps.

**Matters for information:** Ongoing concerns raised by student nurses regarding availability of vacancies once qualified.

**Risks to delivery:**

**Planning Objective: Delivery of a Retention Plan**

**Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

**Reporting Period: Quarter 3 2024/25**

**Overall status:** On track

**Rationale for overall status:** Work is ongoing and progressing

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**

- Report provided to PODCC on 16 Dec 2024 as a progress update in relation to our retention work programme, with a particular focus on this Planning Objective and progress with implementing the recommendations included in the Retention Discovery Report. Committee took assurance that these work programmes are on track and appropriate progression towards the ambitious target figures will be made within the full year timeline.
- 12-month nursing turnover rate increased slightly from 5.13% in Dec 2023 to 5.70% in Dec 2024 (+0.57%), however we are extremely proud to continue to be the best performing NHS organisation in Wales for our registered nursing turnover rate.
- 12-month medical turnover rate increased from 10.33% in Dec 2023 to 12.38% in Dec 2024 (+2.05%), however this appears to be a current trend across Wales and is also being considered by the NHS Wales Retention Community of Practice as a hotspot area.
- Exploration work and research finalised and is informing the early stages of our AHP and HCS Retention Group. Supported by the Executive AHP and HCS Leadership Team, key stakeholders, including AHP and HCS Forums, have been engaged. There is also an ongoing communication within the NHS Wales Community of Practice groups to support this work, where Hywel Dda's Retention Lead is engaging nationally to ensure alignment.

**Activities completed in previous reporting period**

- Digital Workforce and Productivity Solutions Team at NWSSP developed a new video to support the use of flexible working functionality in ESR, highlighting the transactional process for recording flexible working arrangements and touching on key elements of the Flexible Working Policy that the system does not fully align with or make explicit. Promoting the video on an ongoing basis to increase recording and sharing associated paperwork with Operational Workforce.
- NHS Wales Flexible Pensions Policy approved in Sept 2024 to provide an overview of the options available to eligible employees to access their pension or part of it and/or plan for retirement through utilising the flexibilities available within the scheme which fit with employees' aspirations for flexible working and work/life balance. Promoting the Policy on an ongoing basis.

**Activities planned for next milestone and reporting period.**

- HB's Retention Lead will attend Winter 2025 Spread and Scale Academy (funded by HEIW), which is an immersive three-day event designed to propel projects forwards so they can spread to as many people as possible who can benefit.
- New session for delivery on LEAP Development Programme, focusing on fostering a leadership culture which promotes flexible working at team level, will be launched in March (co-created and delivered by OD and People Effectiveness teams).
- Flexible working maturity assessment pilot project, planned and managed from a quality improvement perspective, will begin in Jan/Feb by adding an assessment of flexible working maturity into our ODRM' exploration phase when working with services/teams.
- HB Retention Lead has been invited to share Hywel Dda's Retention Journey to date with HEIW's Board in Jan.

**Matters for information**

**Risks to delivery:**

**Any other comments:**

**Planning Objective: Delivery of a Workforce Education and Development Plan**

**Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

**Reporting Period: Quarter 3 2024/25**

**Overall status: On track**

**Rationale for overall status: Work is ongoing and progressing**

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):** (Data and statistics not available yet due to infancy of this new work)

1. Increase the number of staff in leadership roles who have participated in a leadership development programme – Management and Leadership training now available for Bands 3 upwards – **Completed**
2. Reduction in grievances linked to communication in areas linked to participation in development programmes. **Actions completed – Time needed to embed and track data and impact – On track for Q4**
3. Increase the number of inter-professional Education opportunities across medical, clinical and wider workforce. **Increase in IPE evidence through the Interprofessional Education Governance Group that reports to SPPEG. On Track to identify how to present data in Q4 to demonstrate increase as currently data is qualitative.**
4. Increase the number of staff participating in development opportunities from previously underrepresented groups. **On Track for Q4, although facing challenges around central data capture.**
5. Embed simulation within clinical education programmes, positively impacting patient safety and experience. **Increase use of simulation has been achieved evident through the Interprofessional Education Governance Group that reports to SPPEG. On Track for Q4: Now at a point to identify how to present data in to demonstrate increase.**

**Activities completed in previous reporting period:**

- Leadership and management development programmes now business as usual. 2 cohorts of the Hywel Dda Managers Programme have completed, 5 cohorts are ongoing and a further 6 planned for 2025. Delivery of the LEAP Leadership programme continues with 5 cohorts completed and 3 currently in progress. Evaluation of the first two cohorts shows that it's exceeding its delivery expectations. 3 cohorts of the New Consultant Programme have also been delivered.
- Simulation has been incorporated into clinical Induction, supporting HCSW to gain more hands-on experience in physiological observations, recognising a deteriorating patient and escalating concerns promptly using SBAR.
- Interprofessional activities have been designed in Major Haemorrhage Procedure, paediatric assessment, ITU patient assessment and deteriorating patient scenarios delivered, which are newly developed.

**Activities planned for next milestone and reporting period**

- Correlate management programme data to identify/track data and the impact of development programmes on grievances
- Create a dashboard that highlights increase in Interprofessional Education, along with capturing qualitative data.
- Centralise data to capture uptake of development opportunities for underrepresented groups.
- Identify and utilise appropriate data presentation methods to demonstrate the increase in simulation within clinical education programmes has impacted patient safety and experience.
- Simulation training made available to all HB educators from across the professions, providing skills to engage in IPE and Simulated learning delivery.

**Matters for information:**

Risk identified in Q1 in relation to the lack of accommodation for training in Ceredigion has now been closed, although noted that this is a twelve-month solution and therefore may be a risk in the future.

**Risks to delivery:**

Risk identified in Q2 in relation to release of staff to attend any training due to HB current financial situation continues to impact achievement and attendance rates.

Challenges around training data being captured using various systems in silo's impacting the ability to truly identify data linked to increasing development opportunities for underrepresented groups.

There may be inconsistent participation across departments, and interprofessional dynamic barriers such as hierarchical challenges and departmental silo working.

There is a risk that although development activities have been undertaken to reduce grievances, the window of opportunity may be too small to demonstrate impact and a sustained improvement.