



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	19 June 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Evaluation of Enhanced Pay
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisation Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Michelle James, Head of Resourcing and Utilisation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present to the People, Organisational Development & Culture Committee an evaluation of the enhanced rate available over the Christmas/New Year Holiday 2022/23.

Cefndir / Background

Over the Christmas/New Year period, high levels of demand were predicted alongside reduced staffing availability. To minimise the risks to patient safety during this period of escalated pressures, the decision was made to introduce enhanced pay for the period 24 December 2022 to 10 January 2023.

Asesiad / Assessment

There were two schemes offering enhanced rates available during the period commencing from the late shift on 24 December 2022 to the start of the morning shift on 10 January 2023 only.

An enhanced rate was agreed to be paid where shifts remain unfilled up to 48 hours before the start of the shifts.

Scheme 1 - applied to:

Accident and emergency (A&E), Emergency Department (ED), Minor Injuries Unit (MIU), Acute Medical Admissions Unit (AMAU), Clinical Decisions Unit (CDU), Same Day Emergency Care (SDEC), Surgical Assessment Unit (SAU), Adult Clinical Decision Unit (ACDU) and the Paediatric Ambulatory care Unit (PACU)
Acute and Community Hospital in-patient wards including Mental Health.

Rationale

To minimise the risks to patient safety during this period of escalated pressures, as a consequence of high levels of demand, respiratory illness and reduced staffing availability.

Application parameters of the enhanced rates

- Available from the commencement of the late shift on 24 December 2022 to the start of the morning shift on 10 January 2023 only.
- Did not apply to shifts already booked or booked more than 48 hours before their start time during the above period
- Only applied to additional shifts booked, not contracted/rostered shifts/hours of work
- Only available to enable shifts to be filled to baseline staffing for registered nurses (RNs) and Healthcare Support Workers (HCSW) in areas included in the scope set out above.
- Baseline safe staffing needs determined for each day by the most senior professional responsible on site (the Head of Nursing, Senior Nurse or Clinical Site Manager) based on acuity and service delivery requirements/patient numbers, using their professional judgement.

Eligibility Criteria

Enhanced rates only applied to shifts booked less than 48 hours before their start time and when escalating to bank or agency has failed to provide cover.

The enhanced rate of pay was

RNs – Band 5 bank shifts to be paid at the bottom of a Band 7 with no enhancements.

HCSW – time and two thirds.

The table below details the number of hours worked/paid the enhanced rates:

Directorate/ Department	Additional Clinical Services	Nursing and Midwifery Registered	Total
CARMARTHENSHIRE COUNTY	88.00	87.50	175.50
100 CAR AV Nursing Amman Valley 0153	17.00	9.00	26.00
100 CAR PPH Acute Response Team 0159	49.00	78.50	127.50
100 CAR PPH District Nursing Llanelli 0158	22.00		22.00
NURSING		11.50	11.50
100 HDUHB Infection Control 0207		11.50	11.50
UNSCHEDULED CARE BRONGLAIS		67.50	67.50
100 CER BGH Ceredig Ward - General Surgery 0558		60.00	60.00
100 CER BGH Rhiannon Short Stay 1432		7.50	7.50
UNSCHEDULED CARE GLANGWILI	15.50	17.50	33.00
100 CAR GGH Priory Day Hospital 0109	11.00		11.00
100 CAR GGH Steffan Ward 0068		7.50	7.50
100 CAR GGH Y Lolfa 1895	4.50	6.50	11.00
100 CAR GGH SDEC (Same Day Emergency Care) 1769		3.50	3.50
UNSCHEDULED CARE PRINCE PHILIP	46.00	29.00	75.00
100 CAR PPH Minor Injuries Unit (MIU) 0062	23.00		23.00
100 CAR PPH Ward 1 Respiratory 0090	23.00		23.00
100 CAR PPH Ward 4/CCU 0091		29.00	29.00
UNSCHEDULED CARE WITHYBUSH	63.00	23.00	86.00
100 PEM WGH Ward 7 0679	46.00		46.00
100 PEM WGH Ward 8 & CCU 0680	17.00	23.00	40.00
WOMEN & CHILDREN	36.00	69.00	105.00
100 CAR GGH PACU 1758		45.50	45.50
100 CER BGH Angharad 0487	36.00	12.00	48.00
100 CAR GGH Cilgerran Ward 0171		11.50	11.50
Total	248.50	305.00	553.50

Due to the eligibility criteria, the enhanced rate was offered against limited shifts, and provided 553.50 hours additional cover to that which was booked up to 2 days before the shifts worked.

Bank/Additional Hours/Overtime										
Code Name/Desc	21/11/2022	28/11/2022	05/12/2022	12/12/2022	19/12/2022	26/12/2022	02/01/2023	09/01/2023	16/01/2023	23/01/2023
Additional Clinical Services										
100 CAR AV Nursing Amman Valley 0153	2.71	1.88	3.72	2.64	1.56	3.64	4.71	5.85	5.33	6.89
100 CAR GGH Priory Day Hospital 0109	1.52	1.68	1.96	1.38	2.30	1.24	1.22	1.54	1.71	0.95
100 CAR GGH Y Lolfa 1895	0.51	0.32	4.17	4.46	4.81	4.39	5.46	5.68	5.04	5.47
100 CAR PPH Acute Response Team 0159	0.31	0.80	1.75	1.70		0.28	1.33	2.09	1.80	2.53
100 CAR PPH District Nursing Llanelli 0158	2.45	1.92	1.30	2.09	1.86	0.71	1.60	2.41	2.11	1.06
100 CAR PPH Minor Injuries Unit (MIU) 0062	3.57	4.50	2.04	1.50	1.71	2.55	3.08	3.99	3.72	3.47
100 CAR PPH Ward 1 Respiratory 0090	4.52	3.87	3.57	4.15	0.80	2.27	6.16	3.46	3.42	4.94
100 CER BGH Angharad 0487	0.62	0.20	0.32	0.20		0.77	0.84	0.65	0.50	0.21
100 PEM WGH Ward 7 0679	2.70	1.83	3.43	3.50	2.37	2.47	3.81	3.50	3.37	2.85
100 PEM WGH Ward 8 & CCU 0680	1.68	0.51	2.93	0.91	0.91	1.51	3.29	3.08	2.23	1.42
Total	20.59	17.51	25.19	22.53	16.32	19.83	31.50	32.25	29.23	29.79
Nursing and Midwifery Registered										
100 CAR AV Nursing Amman Valley 0153	1.30	1.31	1.87	1.27	0.71	0.41	1.97	1.07	0.39	2.51
100 CAR GGH Cilgerran Ward 0171	0.68	0.43	2.03	2.10	1.22	1.52	0.56	1.79	1.44	1.24
100 CAR GGH PACU 1758	0.31	0.11	0.31	0.31		0.20	0.31	0.31	0.93	
100 CAR GGH SDEC (Same Day Emergency Care) 1769	0.05	0.03	0.01	0.17	0.90		0.02	0.18	1.21	0.20
100 CAR GGH Steffan Ward 0068	0.62	1.24		0.62	0.13	0.20	0.31	0.12	0.20	0.31
100 CAR GGH Y Lolfa 1895		0.12								0.51
100 CAR PPH Acute Response Team 0159	0.40	2.12	1.91	1.76	0.71	1.65	1.83	0.81	2.00	1.04
100 CAR PPH Ward 4/CCU 0091	0.82	1.24	0.72	1.57	0.36	0.29	1.83	1.06	1.63	1.66
100 CER BGH Angharad 0487	2.24	2.56	2.32	1.91	0.96	0.96	2.56	3.20	3.20	1.60
100 CER BGH Ceredig Ward - General Surgery 0558	2.96	1.51	1.99	2.24	1.91	2.01	3.04	2.99	3.64	3.41
100 CER BGH Rhannon Short Stay 1432	0.32	0.29	0.64	0.64	0.52	0.32	0.61	2.19	0.32	1.13
100 PEM WGH Ward 8 & CCU 0680	2.47	2.00	2.03	3.29	1.24	0.75	3.09	1.62	2.35	2.58
Total	12.17	12.96	13.83	15.88	8.66	8.31	16.13	15.34	17.31	16.19

The use of bank, additional hours and overtime did not increase in the first 2 weeks that the enhanced rate was offered. The second two weeks commencing 2 January 2023, the use of temporary staffing increased in total for the areas where the scheme was applied. The increase seen in the second 2 weeks continued at that level after the enhanced rates were removed.

Scheme 2 – applied to:

Band 2 and Band 3 administration staff in the GP Out of Hours (OOH) service for the bank holiday dates associated with the Christmas and New Year period i.e. 25, 26 and 27 December 2022, and 1 and 2 January 2023.

The rationale for cover during the bank holiday period had proved difficult to identify. The OOH GP service advised that it could not operate without the administration support which underpins the service's viability. It was put forward that this would mitigate the broader clinical risks in the system and support the effective deployment of OOHs resources to meet the expected higher than usual levels of demand.

The scheme was available from midnight on 24 December to midnight on 27 December inclusive, and midnight on 1 January through to midnight on 2 January 2023. It did not apply to shifts already booked, or booked more than 48 hours before their start time, during the above period, and it only applied to additional shifts booked, not contracted/rostered shifts/hours of work.

Eligibility Criteria

Enhanced rates only applied to shifts booked:

- Less than 48 hours before their start time
- When it had not been possible to fill the shift(s) by other means e.g. from additional hours or overtime

The enhanced rate of pay offered was triple time for Band 2 and Band 3.

Whilst the rate was designed around the service business case put forward, the service reflected on its application and potential impact, and made a decision not to offer the enhanced rates.

Conclusion

Scheme 1 - The enhanced rate paid to areas covered by scheme 1 provided cover for an additional 26 HCSWs and 40 registered nursing shifts, thus providing essential cover during a period when services were experiencing high levels of demand and reduced staffing availability, helping to minimise the risks to patient safety during this period of escalated pressures.

Scheme 2 - After further consideration by the department, the decision was made not to offer the enhanced rate.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is requested to note and receive assurance from the content of the report.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable Choose an item. Choose an item. Choose an item.
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	Not Applicable Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Included within the report
Rhestr Termau: Glossary of Terms:	Included within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable