

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

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| DYDDIAD Y CYFARFOD- DATE OF MEETING- | 20 August 2024 |
| TEITL YR ADRODDIAD- TITLE OF REPORT- | Targeted Intervention Update |
| CYFARWYDDWR ARWEINIOL- LEAD DIRECTOR- | Lee Davies – Executive Director of Planning and Strategy |
| SWYDDOG ADRODD- REPORTING OFFICER- | Shaun Ayres – Programme Director Targeted Intervention |

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

Hywel Dda University Health Board (HDdUHB) remains under Targeted Intervention (TI) status, with a specific focus on addressing challenges in the Leadership, Capability, and Culture domains. The health board continues to face an alert status in the area of workforce sustainability, which remains a critical issue for the organisation. Despite progress in reducing reliance on agency staff and efforts to stabilise the workforce, there are ongoing concerns related to vacancies, staff retention, and ensuring a sustainable workforce plan.

The People, Organisational Development, and Culture Committee (PODCC) is overseeing multiple strategic initiatives aimed at addressing these challenges, including the Nurse Stabilisation Programme and the Medical Variable Pay Programme. These initiatives are central to reducing costs, improving staff retention, and ensuring that workforce planning is aligned with the health board's long-term objectives. Additionally, PODCC is supporting the development of leadership capability through the LEAP Leadership Programme and succession planning efforts, while also driving cultural improvements based on positive feedback from recent NHS Wales staff surveys.

While measurable progress has been made in several areas, including leadership development and staff engagement, the health board must continue to focus on stabilising its workforce to meet the de-escalation criteria under the TI framework. The ongoing alert status indicates that workforce challenges are still a significant concern, requiring sustained attention and action from the health board and the PODCC.

Cefndir / Background

HDdUHB is currently under Targeted Intervention (TI) status, a framework designed to provide increased oversight and support to health boards facing significant operational challenges. As part of the TI framework, the health board is required to meet a set of de-escalation criteria across six domains, including Leadership, Capability, and Culture. PODCC is responsible for overseeing the strategic initiatives and programmes that are

directly tied to improving workforce sustainability, leadership development, and organisational culture.

One of the primary concerns identified through the TI process is workforce sustainability, particularly in ensuring that the health board can reduce its reliance on agency and interim staff, improve retention, and stabilise its workforce. To address these challenges, the health board has launched several key initiatives, including the Nurse Stabilisation Programme and the Medical Variable Pay Programme. These initiatives are focused on reducing agency costs, enhancing job planning, and ensuring that the workforce is aligned with the health board's long-term goals.

In addition to workforce sustainability, the health board has prioritised leadership development and succession planning. Programmes such as the LEAP Leadership Programme and the Medical Leadership Forum are providing leaders across the organisation with the skills and knowledge, they need to manage teams effectively and support the organisation's transformation. These leadership initiatives are complemented by ongoing efforts to improve staff engagement and foster a positive organisational culture, as reflected in the health board's recent Cultural Progression Report.

The health board's efforts in these areas are being closely monitored by the PODCC, with regular updates provided to ensure accountability and progress. The PODCC's role is critical in ensuring that these initiatives are implemented effectively and that they contribute to the health board's overall goal of de-escalating from TI status and achieving long-term sustainability.

Asesiad / Assessment

1. Workforce Sustainability and Retention (Alert Status - Criterion 45)

The health board's alert status regarding workforce sustainability highlights ongoing challenges in stabilising the workforce, improving staff retention, and reducing reliance on agency and interim staff. The importance of this issue cannot be understated, as a stable, sustainable workforce is critical to ensuring the delivery of high-quality care, reducing financial pressures, and supporting the health board's long-term strategic goals.

Nurse Stabilisation Programme

The Nurse Stabilisation Programme has been a central element of the health board's strategy to reduce agency reliance, particularly in key areas such as Carmarthenshire and Pembrokeshire. The integration of international nurses has contributed to a significant reduction in agency nursing use, which is essential for both financial sustainability and maintaining continuity of care. This programme is also closely aligned with the health board's broader goal of improving staff retention and ensuring that critical services are adequately staffed by substantive employees. Moreover, the focus will also be on stabilising Bronglais via Internationally Educated Nurses (IENs) to continue to drive down variable expenditure across the Health Board.

Annual Workforce Planning and Job Plan Reviews

In addition to these efforts, the health board has implemented an annual review of workforce plans and clinician job plans. This process is intended to ensure that staffing strategies remain aligned with the health board's long-term goals and that retention initiatives are adjusted as necessary to address emerging workforce challenges. The review process also provides an opportunity to reassess job plans and adjust them to better meet the needs of both the staff and the organisation.

AHP Retention Group

To further strengthen workforce retention, the health board established an Allied Health Professional (AHP) retention group in June 2024. This group is tasked with addressing the unique challenges faced by AHPs, including job satisfaction, career development, and opportunities for progression. By focusing on the needs of this critical workforce segment, the health board aims to reduce turnover and enhance the overall stability of its workforce.

Ongoing Challenges and Focus Areas

While the Nurse Stabilisation Programme and the AHP retention efforts have shown positive results, challenges remain in reducing vacancies and fully embedding these strategies across the organisation. The alert status reflects the need for continued focus on these areas, particularly in reducing the reliance on interim staff and ensuring that workforce retention strategies are sustainable.

Assurance for PODCC- The committee can take assurance from the structured approach to workforce sustainability, particularly through the Nurse Stabilisation Programme and the annual review process. These efforts are yielding measurable improvements, especially in reducing agency reliance. However, sustained focus is required to ensure long-term retention and workforce stability.

2. Medical Variable Pay Programme

The Medical Variable Pay Programme remains a crucial component of the health board's strategy to address the financial pressures associated with high-cost locum usage, particularly non-NHS locums. This programme is focused on optimising the use of medical staff through better job planning, rota management, and targeted recruitment efforts. While not directly flagged under the alert status, this programme plays a vital role in workforce sustainability and financial control.

Job Planning and Rota Management

The programme includes a comprehensive approach to job planning, ensuring that medical staff have well-structured, efficient job plans that maximise their contributions and minimise gaps in service. This is critical for reducing the need for locum cover, which has historically placed a significant financial burden on the health board. Improved rota management processes have been implemented to reduce the frequency of rota gaps and ensure that substantive staff can be deployed effectively.

Reduction in Non-NHS Locums

One of the key goals of the programme is to reduce the reliance on non-NHS locums, who are often significantly more expensive than their NHS counterparts. To achieve this, the health board has introduced tighter controls on the authorisation of non-NHS locum usage and is actively working to increase the recruitment of NHS locums where necessary. Additionally, recruitment efforts are being enhanced to ensure that vacant positions can be filled with substantive employees, further reducing the need for locum cover.

Recent Developments and Targets

Following a recent workshop, the health board has set a new target of reducing medical variable pay by an additional 5% by the end of the financial year. This reflects ongoing progress in reducing costs associated with medical staffing while maintaining the quality of care. The health board is confident that these incremental reductions will contribute to long-term financial sustainability without compromising service.

Assurance for PODCC- The committee can take assurance from the structured approach of the Medical Variable Pay Programme. The introduction of tighter controls, combined with improved job planning and rota management, is already delivering reductions in high-cost locum usage. The continued focus on reducing non-NHS locum reliance and meeting the new reduction target is expected to further contribute to the health board's financial and workforce sustainability goals.

3. Leadership Capability and Succession Planning (Criteria 42, 43, 47)

Leadership capability remains a critical focus area for the health board, particularly as it continues to build management maturity across all levels. The LEAP Leadership Programme has been instrumental in supporting leadership development throughout the organisation.

LEAP Leadership Programme

The LEAP programme has already seen four cohorts complete training, with a strong focus on enhancing leadership skills, resilience, and decision-making capabilities. This programme targets leaders at all levels, ensuring that they are prepared to manage their teams effectively, navigate complex challenges, and contribute to the health board's strategic objectives. The completion of the fourth cohort marks significant progress in leadership development, with plans for further cohorts already in motion.

Succession Planning and Executive Development

Succession planning is also a high priority, particularly in ensuring that the health board maintains a full and substantive Executive Director team. Clear succession plans are being developed for both Executive Directors and Independent Members (IMs) to ensure leadership continuity and stability. In addition to the LEAP programme, the health board has conducted board development sessions aimed at strengthening governance and preparing the executive team to lead the organisation through its ongoing challenges.

Medical Leadership Forum and Clinical Leadership

The health board has also focused on developing clinical leadership through the Medical Leadership Forum, which was held in April 2024. This forum provides a platform for clinical leaders to engage with organisational strategy and play a key role in driving the transformation needed to achieve the health board's goals. These efforts ensure that leadership development is not limited to the executive level but extends to clinical and operational leaders across the health board.

Assurance for PODCC- The committee can take assurance from the progress made in leadership development through the LEAP programme and the robust succession planning efforts. The health board's commitment to building leadership capability at all levels, from executive leadership to clinical leadership, provides confidence that the organisation is strengthening its leadership structures and preparing for future challenges.

4. Staff Engagement and Cultural Development (Criteria 44, 46, 48, 49)

Staff engagement and cultural development continue to be key priorities for the health board, with the PODCC playing a central role in overseeing efforts to foster a supportive and inclusive organisational culture.

NHS Wales Staff Surveys

Recent NHS Wales staff surveys have shown positive trends in staff engagement, with improvements in areas such as job satisfaction, well-being, and communication. These

results are encouraging and reflect the health board's ongoing commitment to creating a positive work environment.

Local Implementation Plans and Cultural Progression Report

In response to the survey feedback, the health board has developed local implementation plans that are currently being reviewed in collaboration with the Staff Partnership Forum. These plans are designed to address the specific concerns raised by staff and ensure that improvements in engagement and well-being are sustained over time.

The Cultural Progression Report, approved in April 2024, outlines the health board's achievements over the past 12 months in advancing its cultural objectives. This report provides a roadmap for further cultural improvements, focusing on areas such as leadership behaviours, staff empowerment, and organisational learning

External Engagement and Public Confidence

In addition to internal staff engagement, the health board has made efforts to strengthen its engagement with external partners and the public. Local surveys have shown increased confidence in the health board's leadership and its strategic direction, indicating that the cultural transformation efforts are being recognised externally as well.

Assurance for PODCC- The committee can take assurance from the positive feedback received in the NHS Wales staff surveys and the structured approach to addressing staff concerns through the local implementation plans. The Cultural Progression Report provides a comprehensive framework for continuing to build on these successes and fostering a culture of engagement, learning, and improvement across the health board.

The PODCC continues to play a pivotal role in overseeing key initiatives aimed at improving workforce sustainability, leadership capability, and organisational culture.

Argymhelliad / Recommendation

The committee is asked to:

- **TAKE ASSURANCE** that the Nurse Stabilisation Programme and retention initiatives are aligned with the workforce sustainability criteria relevant to PODCC, developing resilience and reducing fragility through sustainable recruitment and reduced reliance on agency staff.
- **TAKE ASSURANCE** that the Medical Variable Pay Programme is aligned with criteria under the remit of PODCC, contributing to workforce resilience by stabilising medical staffing and reducing high-cost locum usage.
- **TAKE ASSURANCE** that leadership development and succession planning are aligned with the leadership capability criteria relevant to PODCC, strengthening leadership resilience and reducing organisational fragility.
- **NOTE** that the staff engagement and cultural development initiatives are aligned with the cultural improvement criteria pertinent to the PODCC, promoting resilience through enhanced staff satisfaction and engagement.

| Amcanion- (rhaid cwblhau) Objectives- (must be completed) | |
|---|--|
| Committee ToR Reference- Cyfeirnod Cylch Gorchwyl y Pwyllgor- | 2.3 To receive assurance on delivery against the areas of targeted intervention, and the required elements for de-escalation, related to leadership, capability and culture. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol- Datix Risk Register Reference and Score- | Contained within the Paper |
| Parthau Ansawdd- Domains of Quality Quality and Engagement Act (sharepoint.com) | 7. All apply |
| Galluogwyr Ansawdd- Enablers of Quality- Quality and Engagement Act (sharepoint.com) | 1. Leadership 6. All Apply |
| Amcanion Strategol y BIP- UHB Strategic Objectives- | All Strategic Objectives are applicable |
| Amcanion Cynllunio Planning Objectives | 1 Workforce Stabilisation |
| Amcanion Llesiant BIP- UHB Well-being Objectives- Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022 | 8. Transform our communities through collaboration with people, communities and partners |

| Gwybodaeth Ychwanegol- Further Information- | |
|---|---|
| Ar sail tystiolaeth- Evidence Base- | Contained in the Paper and Appendix 1 |
| Rhestr Termiau- Glossary of Terms- | Contained in the paper and Appendix 1 |
| Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol- Parties / Committees consulted prior to People, Organisational Development & Culture Committee- | Targeted Intervention covers all Committees. Therefore, all committees are or will be consulted to ensure there is a clear focus on the TI criteria |

| Effaith- (rhaid cwblhau) Impact- (must be completed) | |
|---|---|
| Ariannol / Gwerth am Arian- Financial / Service- | Any issues are identified in the report |

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|--|---|
| Answadd / Gofal Claf- Quality / Patient Care- | Any issues are identified in the report |
| Gweithlu- Workforce- | Any issues are identified in the report |
| Risg- Risk- | Any issues are identified in the report |
| Cyfreithiol- Legal- | Any issues are identified in the report |
| Enw Da- Reputational- | Any issues are identified in the report |
| Gyfrinachedd- Privacy- | Any issues are identified in the report |
| Cydraddoldeb- Equality- | Any issues are identified in the report |



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1. Finance,
strategy and
planning

2.
Performance
and
outcomes

6. Quality of
care

**Escalation
Domains**

3. Fragile
services

5.
Leadership,
capability
and culture

4.
Governance

Domain 5: Leadership, capability and culture

Leadership, capability and culture



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| Criteria | Reporting Group | Committee | Status | Comments |
|--|-----------------------|-----------|--------|---|
| 42 A full and substantive Executive Director Team, with a clear organisational structure in place with robust succession and development plans in place to ensure adequate capacity and capability in all areas of the organisation to deliver high quality, sustainable care. | TI coordination group | PODC | Advise | <ul style="list-style-type: none"> Board succession is being addressed through board development session with both IM and Executive directors with recent time out sessions held Robust performance management framework being introduced for Executive Directors with objectives set for 2024/2025 and personal development plans identified |
| 43 Effective leadership programmes are in place to support the ongoing development of leadership and management skills at all levels / professions to strengthen management maturity. Evaluation of the impact of these programmes including decision making, use of equality impact assessment, safeguarding and participant feedback. | TI coordination group | PODC | Assure | <ul style="list-style-type: none"> 4 cohorts of LEAP leadership programme in train with second cohort graduating recently Second new consultant cohort has commenced on the programme |
| 44 Positive staff engagement in NHS Wales surveys. | TI coordination group | PODC | Assure | <ul style="list-style-type: none"> Staff survey results have been considered in partnership with staff side Local implementation plans being developed for consideration at the next staff partnership forum Cultural progression report approved for the last 12 months approved at PODC in April 2024 |

Leadership, capability and culture



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| Criteria | Reporting Group | Committee | Status | Comments |
|---|-----------------------|-----------|--------|---|
| 45 Plans are in place to develop a sustainable workforce resulted in improved staff retention and staff well-being, a reduction in the number of vacancies and the number of interim and agency staff, workforce plans and clinician job plans are reviewed annually to ensure that the organisation can deliver the requirements of the annual plan | Value and Sustainable | PODC | Alert | <ul style="list-style-type: none"> Workforce plan complied as part of the annual plan and retention plans are in place for nursing and medical staff with AHP retention group being established from June Plan in place regarding job plans – monitored by ARAC |
| 46 Whether the people who use services, the public, staff and external partners are engaged and involved to support high quality sustainable services, demonstrated by local surveys showing increasing confidence in the leadership and awareness of strategies. | TI coordination group | SDODC | Assure | <ul style="list-style-type: none"> Full details in the culture progression report 38% of leavers have an exit interview 76% engagement rate with board outcome survey (Feb 2024) |
| 47 Clinical change is led and driven forward by clinical leaders at all levels of the organisation. | TI coordination group | PODC | Advise | <ul style="list-style-type: none"> Interim Medical Director held a medical leadership forum (April 2024) to discuss challenging organisational agenda and expectation of clinical leaders in organisation change |

Leadership, capability and culture



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| Criteria | Reporting Group | Committee | Status | Comments |
|---|-----------------------|-----------|--------|--|
| 48 A culture of listening, learning, and improving is embedded throughout the organisation based on early and rapid triangulation and resolution of issues from a variety of sources, including quality, mortality, staffing levels, patient outcomes, user and staff feedback | TI coordination group | QSEAC | Advise | <ul style="list-style-type: none"> Development of a quality surveillance group led by Clinical Executives is being established to further embed triangulation of data and information |
| 49 Effective use of data to help demonstrate improvements in leadership | TI coordination group | PODC | ASSURE | <ul style="list-style-type: none"> Full details in the culture progression report |

Definitions



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| Assurance Level | |
|------------------------------------|--|
| Assurance Level: High = Assure | <ul style="list-style-type: none">• There is strong evidence that the criteria are being met or exceeded.• Actions are robust and effectively addressing the issue.• No significant concerns exist, and performance is consistently on target. |
| Assurance Level: Moderate = Advise | <ul style="list-style-type: none">• There is partial evidence that the criteria are being met.• Actions are in place but require close monitoring and additional efforts. |
| Assurance Level: Low = Alert | <ul style="list-style-type: none">• There is little or no evidence that the criteria are being met.• Actions are insufficient or not effectively addressing the issue.• Significant concerns exist, and there is a high risk of not meeting targets. |