

- Stabilise our workforce through workforce planning, recruitment, retention and development initiatives
 - Executive Lead: Lisa Gostling
 - Reporting Officer: Amanda Glanville
 - Period of reporting: April 2024 - July 2024

What is the aim of the Planning Objective?

Aims and outcomes:

Delivery of a Workforce Education and Development Plan which supports the pipeline for staff progression.

What is the intended impact of the Planning Objective?

To create a strategic framework for building a skilled, adaptable, and productive workforce through skill enhancement, equipping employees with the necessary skills and knowledge to meet current and future job requirements, supporting leadership skills, increased productivity and efficiency, whilst supporting a transition to an MDT approach.

What are the drivers/underlining principles for the Planning Objective?

Alignment to HB priorities and strategic goals, support retention and improve organisational capability and service levels, positively impacting patient care.

How does this Planning Objective link to Ministerial or Local priorities?

Core Support functions linked to digital, innovation, technology and transformation must underpin the delivery of optimum care and services for patients, alongside workforce. It will provide the skills to support use of existing and future workforce to best effect. This includes enhanced use of multidisciplinary teamworking, role redesign, developing new roles, and advanced practice models, enabling people to develop their careers and work at the top of their license.

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months	Progress Update
Increase the number of staff in leadership roles who have participated in a leadership development programme.	31/3/25 On Target	<p>Recognising the success of the senior leadership development programmes, create a management programme for Bands 3-7, providing an offer for all staff who have management responsibility.</p> <p>Increased satisfaction within staff survey linked to manager/employee relationships</p> <p>Benchmarking engagement against trends within services and link to course attendance</p> <p>Benchmarking number of employee relations cases pre and post implementation of the Management Development Programme</p>	<p>Create a Hywel Dda Management Programme to commence in June 2024</p> <p>MS Teams Channel to be created to allow managers to network, share ideas and engage in continued learning and development.</p> <p>Creation of further INFORM sessions to continue to support managers.</p> <p>Recognising financial challenges within HDdUHB, link existing management programmes for staff to relevant learning opportunities including financial performance and efficiencies</p>	<p>Complete - Cohort 1 and 2 have started, meaning 39 managers should complete by Dec 2024, with 111 approved to attend first 6 cohorts of "The Hywel Dda Manager programme". 72 signposted to alternative programmes.</p> <p>Complete</p> <p>Ongoing: Sessions have been added including effective communication, inclusive recruitment, developing yourself and others, unconscious bias. This also includes toolkits, guides, videos and webinars.</p> <p>Ongoing: Meetings set up to discuss opportunities with relevant subject matter experts including finance and roster team to identify opportunities for signposting.</p>

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months	Progress Update
Reduction in grievances linked to communication in areas linked to participation in development programmes.	30/9/24 On Track	Develop resources to deliver a training on the essentials of HR as part of the Hywel Dda Management programme, which includes: <ul style="list-style-type: none"> • Flexible Working Policy • Disciplinary Policy • Respect and Resolution Policy • Capability Policy 	'Essentials of HR' session to be designed and delivered as part of the Management Programme Review stats and trends on the impact the programme has on grievances Monitor and review feedback from the Hywel Dda Manager Programme, in particular, reflect on confidence, knowledge and skill managers feel they have implementing policies after completing the programme.	<p>Completed: 'Essentials of HR' session is delivered on Day 3. Session focuses on policies through case study activities. The programme, and this session, provides a safe space for managers to discuss current issues facing them and as a group discuss ways of managing them.</p> <p>Ongoing: Statistics/trends will be captured over the year, recognising the need for managers to embed their learning.</p> <p>Ongoing: Feedback will be collected over a number of cohorts to gain rich data.</p>

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months	Progress Update
<p>Increase the number of staff participating in development opportunities from previously underrepresented groups.</p>	<p>31/3/25</p>	<p>Provide better data collection platform to demonstrate equity/inequity of participation from underrepresented groups</p> <p>Promotion of learning opportunities through channels targeting under-represented groups.</p>	<p>Convert Higher Awards process to an electronic system to monitor the number of approved/declined applications</p> <p>Update all training and development dashboards to highlight where training is not accessed by underrepresented groups.</p>	<p>Completed</p> <p>Ongoing – This has required creation and updating of several data dashboards, recognising this has not previously been evaluated.</p>

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months (page 1 of 2)	Progress Update (page 1 of 2)
Increase the number of Inter-Professional Education (IPE) opportunities across medical, clinical and wider workforce.	31/3/25	<ul style="list-style-type: none"> Ensure that the learning needs are met for all professional groups in terms of curriculum delivery and/or personal development plans Provide equitable access to learning opportunities for all professional groups Foster a supportive, engaging, equitable and compassionate learning environment and culture Develop the profile of interprofessional education across the organisation with complete engagement from the executive team Ensure a robust, interprofessional educational governance structure is in place Embrace all opportunities that allow for the practicable integration of medical and non-medical education Ensure that the Board is sighted on risks associated with/risk associated with not providing high-quality education and development Respond to advances in technology Respond to changes in the workforce, ensuring robust and transparent resource and financial planning 	<p>Following the adoption of the Interprofessional Education Strategy, create an Interprofessional Education Operational Plan, which will be approved and monitored through the Strategic People and Education Governance Group (SPPEG)</p> <p>Create a platform to capture IPE data in relation to MDT learning opportunities</p> <p>Design, delivery and analysis of survey data, highlighting areas of opportunity, where educators, participants and facilitators are in place to expedite introduction of IPE and simulation.</p> <p>Set up a subgroup structure to implement the IPE Operational Plan</p> <p>Create a benchmark of existing IPE provision</p>	<p>Completed – Submitted in February 2024, which now forms part of the SPPEG workplan and is due to be represented in November 2024</p> <p>Not started: Capacity has prevented this from being prioritized, although will be completed by the agreed date.</p> <p>Ongoing: Survey is currently live, capturing data.</p> <p>Completed: Workstreams created are: <ul style="list-style-type: none"> Induction and Support Worker Development Newly registered workforce and preceptorship Interprofessional Mapping of Competencies System Learning (using HB intelligence to identify issues impacting service or patient care and creating interprofessional learning opportunities to resolve issues. </p> <p>Ongoing: Due to complete by Sept 2024</p>

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months (page 2 of 2)	Progress Update (Page 2 of 2)
			<p>Work with Swansea University to embed the 7 IPE modules developed as part of the HEFCW project, with the use of VR technology</p> <p>Create a timetable of IPE learning opportunities</p>	<p>Ongoing: Rollout of has commenced of the HEFCW VR module testing: IPE testing sessions for Paediatric Clinicians and nursing staff on SPENI and blood transfusion.</p> <p>Ongoing: Embedded repeating IPE Simulation sessions have been delivered including:</p> <ul style="list-style-type: none"> • Major Hemorrhage Procedure: Simulated major bleed events based in ward, critical care and theatre, multi-site. • Paediatric deterioration: Simulated deterioration involving ED clinicians and nursing. • Respiratory failure: Simulated emergency deterioration scenario involving Anesthetic clinicians, Critical Care Nursing and HCSW's. • Wider workforce: Administrative, Clerical and Dental education: Conflict recognition de-escalation and resolution simulated scenario sessions. Repeat session model for HB wide administrative staff. • Clinical-Community: Palliative care; Simulated IPE training on managing emotive conversations with newly diagnosed palliative patients. Repeat session model for all potential first contact staff.

Key achievements/ Key actions, by when, target quantifiable outcome, trajectory over next 12 months, progress update

Key Actions	By When	Target/Outcome	Trajectory over next 12 months	Progress Update
<p>Embed simulation within clinical education programmes, positively impacting patient safety and experience.</p>	31/3/25	<p>A guidance framework to be created for all course/session design or review that ensures an IPE/Sim approach is always considered</p> <p>Use of standardised feedback/evaluation forms to capture prevalence of, and reaction to, IPE experiences</p> <p>Creation of data capture method linking introduction of IPE/Sim experiences in training to practice in clinical role (training transfer). This data capture to take place in clinical practice, revisiting induction. Attendees to evaluate level of training transfer and impact on patient care and safety.</p>	<p>HCSW clinical induction programme to pilot simulation as a core element in assessment of learning objective achievements</p> <p>Completion of clinical induction programme review, identifying opportunities to introduce simulation as a driver of practical application of learned skills</p> <p>Charities bid for in-situ simulation equipment to be submitted to provide opportunities to the wider workforce in the use of a high-fidelity simulation manikin to utilise in all areas including OSCE and school engagement.</p> <p>A review of all Clinical Education programmes to identify scope for IPE and Simulation integration.</p> <p>Provide a platform for educators, providing CPD opportunities relating to IPE and simulation. This should consider existing Educators Forums, avoiding duplication.</p> <p>Work with Swansea university to design and deliver bespoke IPE/Sim training programmes designed in collaboration with SUSiM Team, identifying educators in a position to deliver IPE in identified areas</p>	<p>Completed: Simulation scenarios trialed in the use of NEWS and SBAR to recognise patient deterioration and escalate.</p> <p>Ongoing: Examples of IPE/Sim scenarios submitted as potential additions to enhance the quality of current provision – awaiting sign off.</p> <p>Completed: Charities bid was successful, and all equipment has now been purchased. The impact will be evaluated.</p> <p>Not yet started: Will however be completed within the agreed timeframe.</p> <p>Ongoing: There has been a need to firstly identify the number of education forums that exist to avoid duplication</p> <p>Ongoing: Programme has been designed to consider essential of simulation, creating IPE opportunities, debrief, advancing simulation and system learning.</p>

What have been the key achievements so far?

Where are you against your proposed trajectory / milestones?

The Planning Objective is overall ahead of target and where elements are not yet started, will still meet overall timelines.

What difference has the Planning Objective made?

Provided buy in from wider services recognising it is a Health Board Priority

What have you learnt so far?

The opportunities for greater collaboration to remove duplication, share best practice and improve efficiencies.

What needs to be done next?

What are your next steps in delivering the Planning Objective?

Identify how this becomes business as usual to close down the planning objective.

What are the risks in the delivery/completion of your Planning Objective?

- Challenges to release staff to participate in training/IPE/simulation opportunities
- Reluctance to move to a Multi-Disciplinary Team (MDT) approach due to the current provision of uni-professional training

What are your take home messages for the Committee?

What are the key messages that the Committee needs to know?

- Assurances that much work has taken place to deliver the Planning Objective
- The challenging financial position may start to impact the release of both educators and staff due to financial and clinical pressures.
- The opportunity this work has on creating a greater MDT approach within the workplace