



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 August 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisation Development
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

This report includes an update on workforce metrics as well as key performance indicators (KPIs), 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 30 June 2024 unless noted otherwise on the page.

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 in the reports presented to PODCC since October 2021, this larger suite of metrics was last presented to People, Organisational Development and Culture Committee (PODCC) in February 2024.

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

Appendix 1 summarises these measures in the following themes:

- Workforce profile
- Starters, leavers and turnover
- Recruitment
- Welsh Language Skills
- Job Evaluation
- Performance, Appraisal and Development Review (PADR), Consultant/ Specialist and Associate Specialist (SAS) Job Planning and Overall Staff Engagement
- Sickness absence
- Staff Psychological Wellbeing Service
- Health Education and Improvement Wales (HEIW) Framework
- Clinical Education
- Future Workforce

- Learning and Development
- Core Skills Training Framework and mandated training
- Agency and Temporary Workforce Utilisation
- Wagestream

Performance for the national delivery framework targets is routinely reported 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. In this connection, not all the metrics and KPIs will be presented at each PODCC meeting.

Currently this full report is presented to the Committee bi-annually in February and August Committees.

Asesiad / Assessment

The dashboard in Appendix 1 includes the data for activity up to 30 June 2024 unless otherwise noted on the page. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has decreased by 80 between 31 December 2023 and 30 June 2024 (excluding locum or bank).
- The highest proportion of staff (13.8%) are still within the age band 51-55.
- This highest age profiles with the biggest reduction were aged under 30.
- The Workforce profile is largely similar to that of December 2023 both in age bands and staff groups with:
 - 30.6% of the workforce in the staff group Nursing and Midwifery (a 0.5% increase from December 23).
 - 22% in additional clinical services (no change) and
 - 20.4% Administrative and Clerical (decrease of 0.5%).
- Please note that as the training grade medical workforce that are members of the single lead employer, they are not included within this profile as they are not on our staff in post list but NHS Wales Shared Services Partnership (NWSSP).

Starters, leavers and turnover

- In the last 12 months; there have been more starters than leavers in most staff groups with the exception of Administration and Clerical and add Professional Scientific and Professional.
- The 12 month turnover rate has slightly increased since December 2023 up to 7.96%.
- The highest reason for leaving remains as voluntary resignation – other/not known, to help provide further insights a high level overview of the themes emerging from exit interviews has been included.
- Work is continuing to further analyse themes emerging from surveys which will enable further insights into leaving reasons as part of the Staff Discovery work aligned to retention workstreams.
- During the same 12 month period July 2023 to June 2024 of the 240 staff that retired, 47% (113) of retirees returned to work with the Health Board; with 107 of these still in employment as at June 2024.
- The NHS Wales turnover figure only includes people who have left NHS Wales. Therefore, staff movement between organisations (churn) is excluded. 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. Whilst in some cases NHS Wales' turnover will be lower than all organisations due to the churn, Hywel Dda University Health Board's (HDdUHB) turnover rate is regularly lower than the average of the other Health Boards as well as the NHS Wales rate.

Recruitment

- HDdUHB is exceeding its performance target for vacancy creation to offer letter being issued (at 37.4 days) and is performing better than other Health Boards in Wales for this measure.
- HDdUHB are currently performing under the of 71 days for a vacancy creation to ready for start date (49.80 days) and are performing better than other Health Boards in Wales for this measure.
- HDdUHB consistently meets the 100% target for Disclosure and Baring Services (DBS) checks being processed; although in July 2023 we saw a slight drop from 100% where a staff member started prior to their DBS check being completed or a risk assessment being undertaken. During routine reporting this was identified, mitigating action taken with learning put in place for the appointing manager concerned. A DBS has now been received which contained no information.
- HDdUHB has the best performance across NHS Wales in many of the recruitment KPIs.
- Social media followers continue to grow enabling wider reaching advertising.

Welsh Language

- Performance for recording Welsh language skills in Electronic Staff Record (ESR) is steady at 97%.
- 35.3% of staff have Welsh Language listening/speaking skill at Level 2. (Foundation/Sylfaen) and above. Within this 26.3% are classified as Level 3 (Intermediate/Canolradd) and above.
- Medical and Dental staff make up the highest number of staff with no record on the ESR for Welsh language skills followed by Nursing and Midwifery.

Job Evaluation

- In the week ending 28 June 2024 nine Job descriptions were received for matching or review.
- As at 28th June 2024 no job descriptions are in breach of the 30 day KPI.

Job Planning, PADR and Staff Engagement

- The staff engagement score for the staff surveyed in June 2024 has declined. A low rate of 71% - the only month with a lower engagement rate was March 2024 where the rate dipped to 70%.
- The response rate has been fluctuating between 18% and 10% over the last 12 months. The peak of 18.7% was seen in September 2023. June 2024's response rate increased by 6.2% from December 2023.
- Staff engagement by staff group in June 2024 shows Allied Health Professionals as the most engaged staff group, which is consistent with December 2024. Please note where there have either been no respondents or less than five from any staff group, these will be omitted to uphold anonymity.
- There is steady improvement in the number of Consultant/SAS doctors who have a current job plan and is at its highest in 12 months at 76% against the 90% target.
- The Health Board's PADR completion rates are lower than the 85% target although they remain higher than the NHS Wales average.

Sickness Absence

- The highest reason for absence is consistently anxiety/stress/depression/other psychiatric illness. This is 1.4 % higher than any other reason.
- Absence is higher than the target of 4.79%.
- We have seen an increase of 0.19% from last month and an increase of 1.11% in absence rate from June 2023.
- The highest 12 month rolling rate is seen in Facilities.
- High levels of in month absence have been seen in some small teams where low numbers being absent highly impact the percentage calculation.
- 18 Directorates have a rolling 12m sickness rate higher than the 4.79% sickness target based on the in-month absence rate.

Occupational Health

- Over 700 managers set up with log ins to the occupational health system.
- Management referrals: 100% of referrals met the KPI in June 2024.
- Occupational Health standard clearance is at 95% being completed in seven calendar days.

Staff Psychological Well Being Service

- The percentage of staff off sick at the point of the referral has fluctuated in the last 12 months between 25% and 37%.
- Of the 37% of staff who completed the client satisfaction questionnaire, 29% of responses indicated that the main issue presented at time of referral was work related, with 37% indicating that it is a combination of work and non-work related.
- Of the staff completing the questionnaire, 43% indicated that the issue is affecting their ability to work with an additional 42% indicating that it is somewhat affecting their ability to work.
- The Preventative team and group activities since Quarter 2 of 2023/24 to end of Quarter 1 2024/25 has totalled 87 activities and reached 4069 participants.

People Development

- 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 are awaiting the receipt of all Wales information for the year 2023, however it is likely that this will not be shared until late 2024.
 - Following the refresh of data in January 2024 an action plan will be developed to drive compliance in August's Strategic People Planning and Education Group (SPPEG).
- We currently have 164 active volunteers and 22 staff on work experience across the Health Board.
- Between January and June 2024 over 5,500 hours have been volunteered across the Health Board.
- 37% of all candidates on the 2024 Health Care Apprenticeship Assessment Days had completed Hywel Dda Work Experience in a clinical setting prior to application.
- 54% of all candidates on the Health Care Assessment Days for 2024 had completed a Future Workforce activity eg volunteering, work experience or school engagement session, which supported them to apply for the Health Care Apprenticeship Programme.
- School engagement has increased since December 2023 and now covers 100% of all mainstream secondary schools in the three counties.

- 37% of school engagement sessions since January 2024 have been delivered in Welsh.
- The Learning and Development Department (L&D) provides information and signposting to a range of high-quality management development programmes, delivered internally and externally in varying mediums to ensure a variety of learning needs are met.
- The Hywel Dda Manager programme was launched in April 2024, the 7-day programme has been carefully designed to develop compassionate and inclusive management teams. 54.7% of applications have been approved, with 35.5% signposted to alternative programmes.
- The Lifelong Learning fund was launched in April 2022, the fund came to an end in March 2024 with a total of £26,323 approved applications.
- Making a Difference; the number of attendees from Estates and Ancillary and Medical and Dental are consistently low. There is low engagement in Ceredigion and higher numbers of individuals who Did Not Attend (DNA) here than elsewhere.

Core Skills Training Framework (CSTF) and Mandated Training.

- The Core Skills Training Framework is used to benchmark against all Wales for ten competencies, however local performance is measured against 12 key subjects.
- Performance for the 12 CSTF overall is above the 85% target and in June 2024 was 87.7%.
- There are two staff groups below the 85% target: Estates and Ancillary (77.7%) a decrease of 2.2% and Medical and Dental (48.2%) an increase of 1.5%.
- A Medical and Dental workshop has been set up with both virtual support sessions and on-site drop-in sessions.
- Targeted additional support is being offered to the lowest compliance areas by Learning and Development.
- When comparing Hywel Dda to NHS Wales for the ten benchmarked competencies, HDdUHB performs consistently in line or higher than NHS Wales month on month.
- As of June 2024, there are 24 competencies mandated for completion by every employee; the compliance against the full range of competencies is 87.8%.

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill has continually reduced through the year and is continuing to reduce, currently sitting at 3.08%.
- The monthly Whole Time Equivalent (WTE) usage on temporary workforce reported through Allocate is significantly lower than Quarter 1 2023 with a marked reduction in nurse agency usage.
- Nurse agency has continued to reduce month on month and is at 218 WTE reported on 30 June 2024.
- The expenditure on variable pay (bank, overtime, on contract and off contract agency) is decreasing month on month since February 2024.
- The highest use of nursing agency in June 2024 was in Unscheduled Care Bronglais.
- No off-contract nursing agency has been utilised since June 2023.

Wagestream

- Wagestream has been live since November 2022 with a 26.1% adoption rate and 812 build pots opened.
- From the 3-Month Surveys, 93% have noted a more positive feeling towards the Health Board, 80% have reported less stress and 22% are sleeping better.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is asked to:

- **TAKE ASSURANCE** regarding 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:	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	3. Data to knowledge
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	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

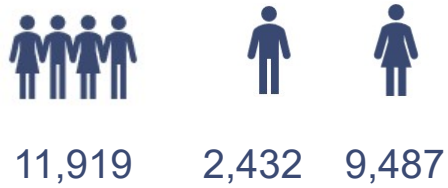
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu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

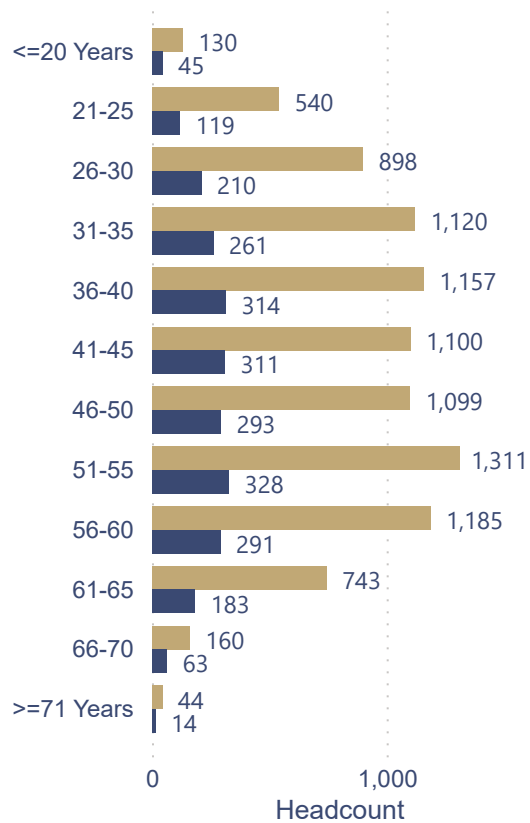
Workforce Profile as at June 2024

Headcount - Excludes Locum & Bank



Age & Gender Profile by Headcount

● Female Headcount ● Male Headcount

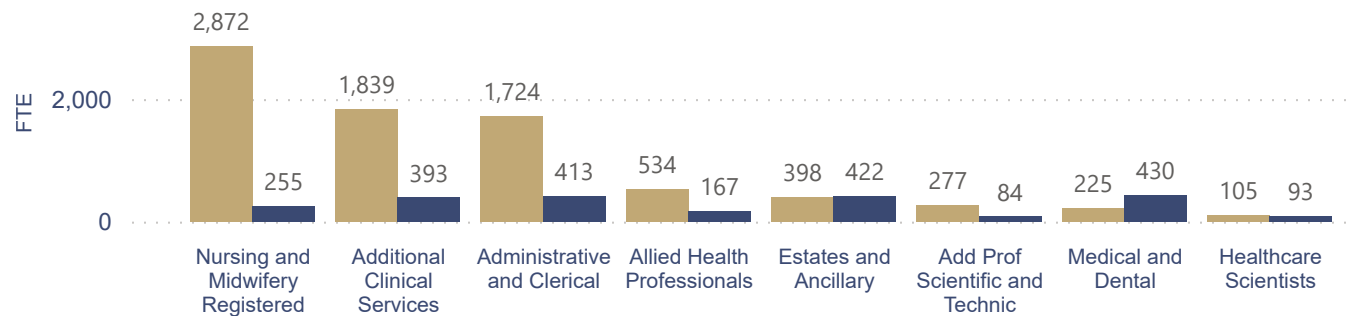


Workforce Profile comparing Full time and Part time working as a percentage. Left shows % by headcount and Right shows % by FTE Excluding Locum & Bank



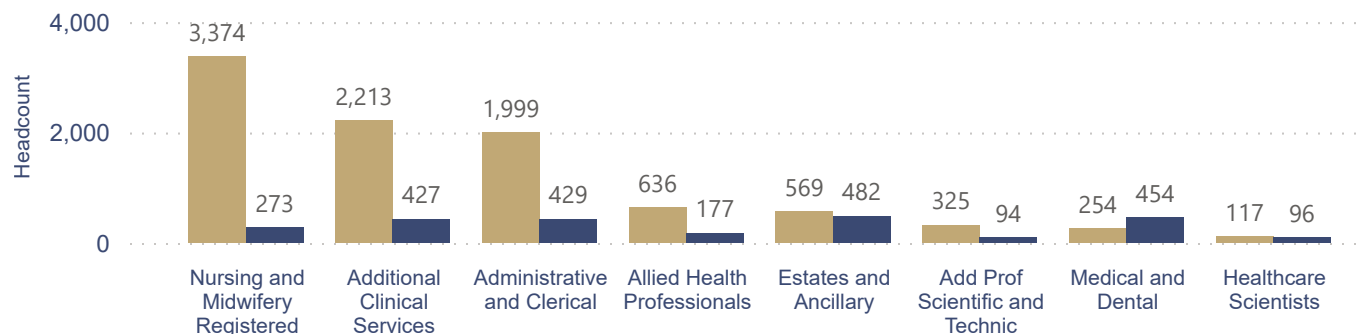
Gender Profile by Staff Group & FTE

● Female FTE ● Male FTE

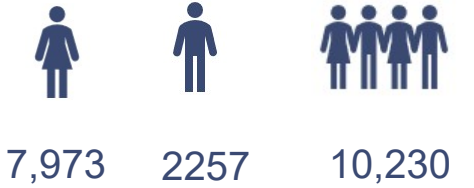


Gender Profile by Staff Group & Headcount

● Female Headcount ● Male Headcount

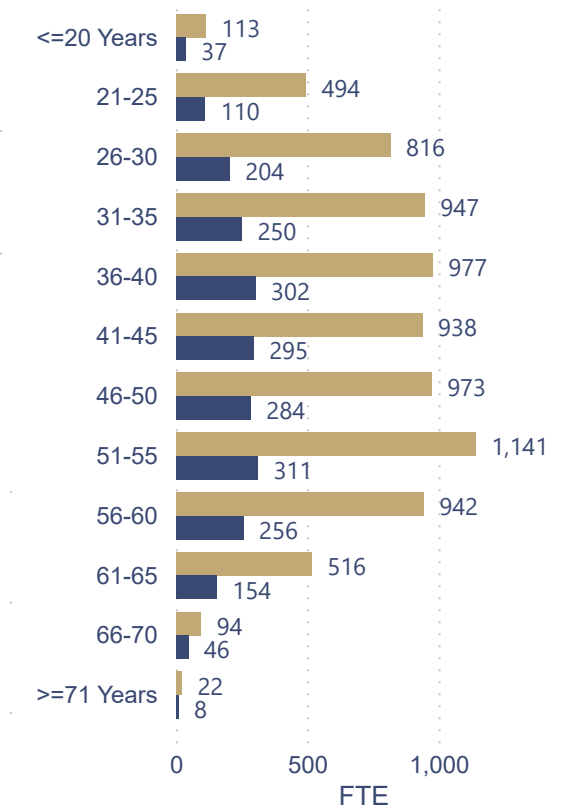


FTE Excludes Locum & Bank



Age & Gender Profile by FTE

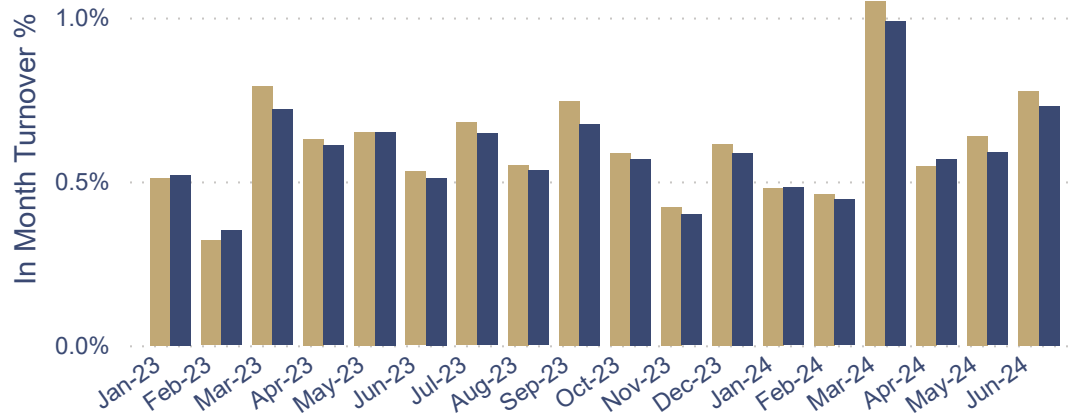
● Female FTE ● Male FTE



Starters, Leavers & Turnover as at June 2024

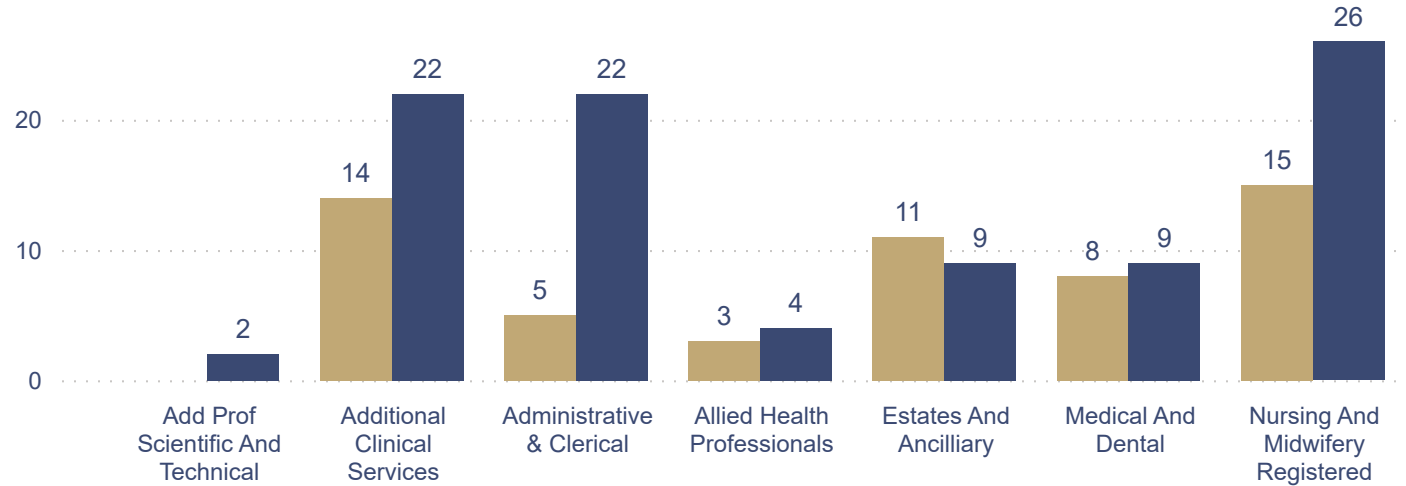
In Month Turnover Rate by Headcount & FTE

● Turnover Rate (Headcount) ● Turnover Rate (FTE)



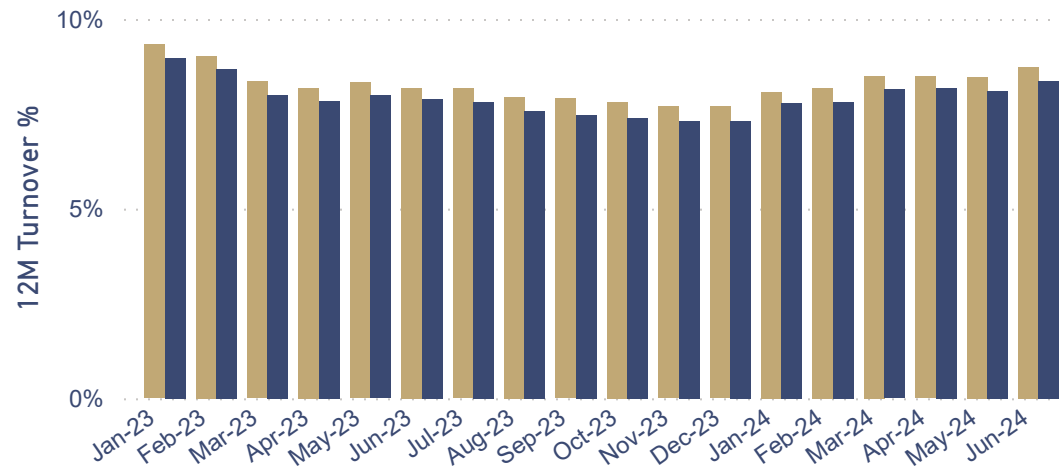
Starters and Leavers Headcount by Staff Group

● Starters Headcount ● Leavers Headcount



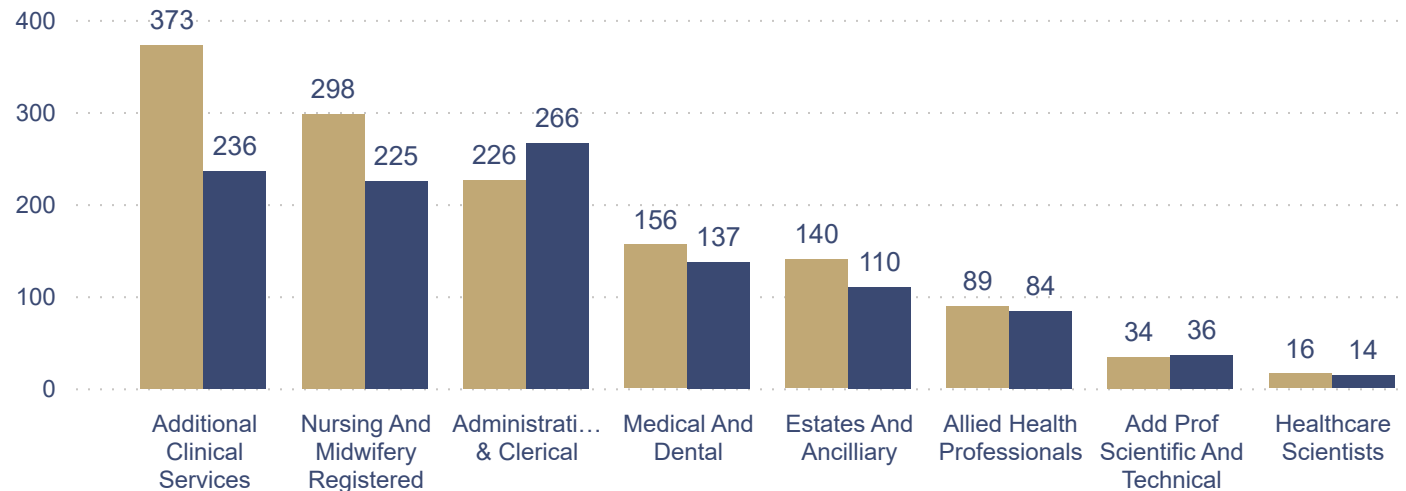
12M Turnover Rate by Headcount & FTE

● Turnover Rate Headcount (12m) ● Turnover Rate FTE (12m)



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

● Starters Headcount 12M ● Leavers Headcount 12M



Starters, Leavers & Turnover as at June 2024

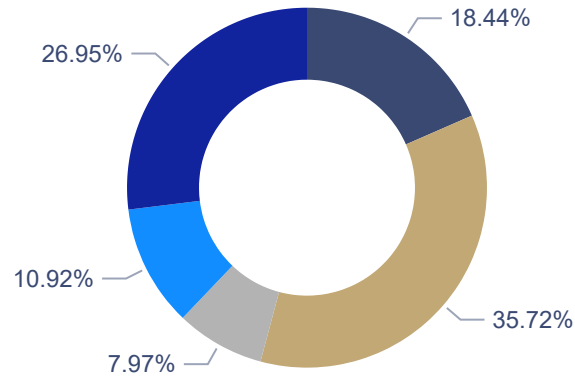


GIG
CYMRU
NHS
WALES

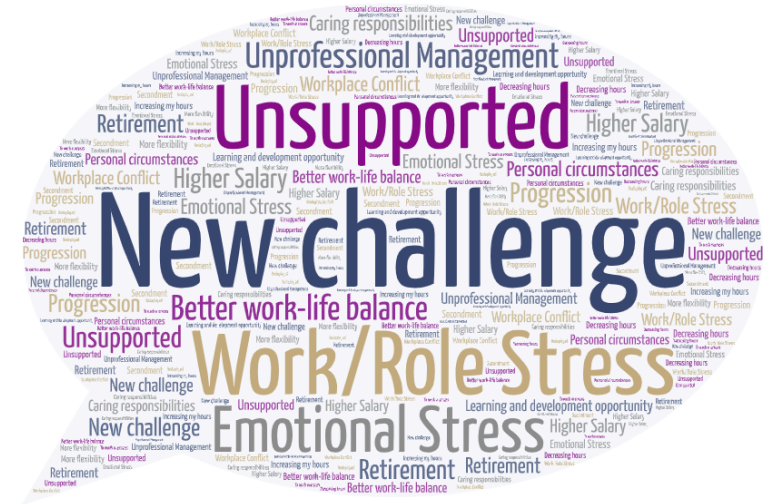
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

12m Leavers Headcount by Length of Service

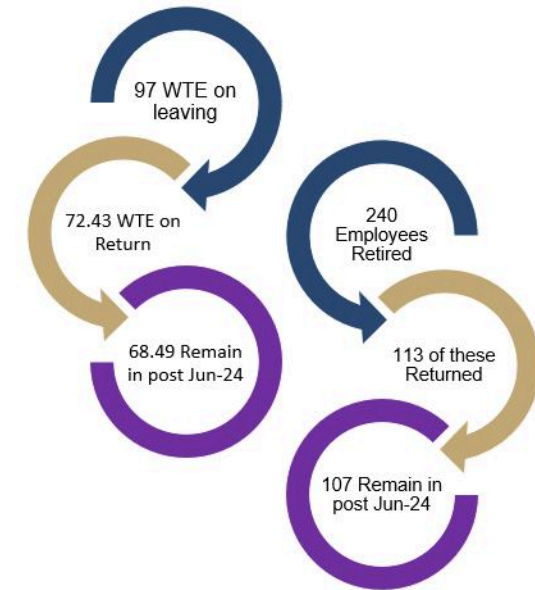
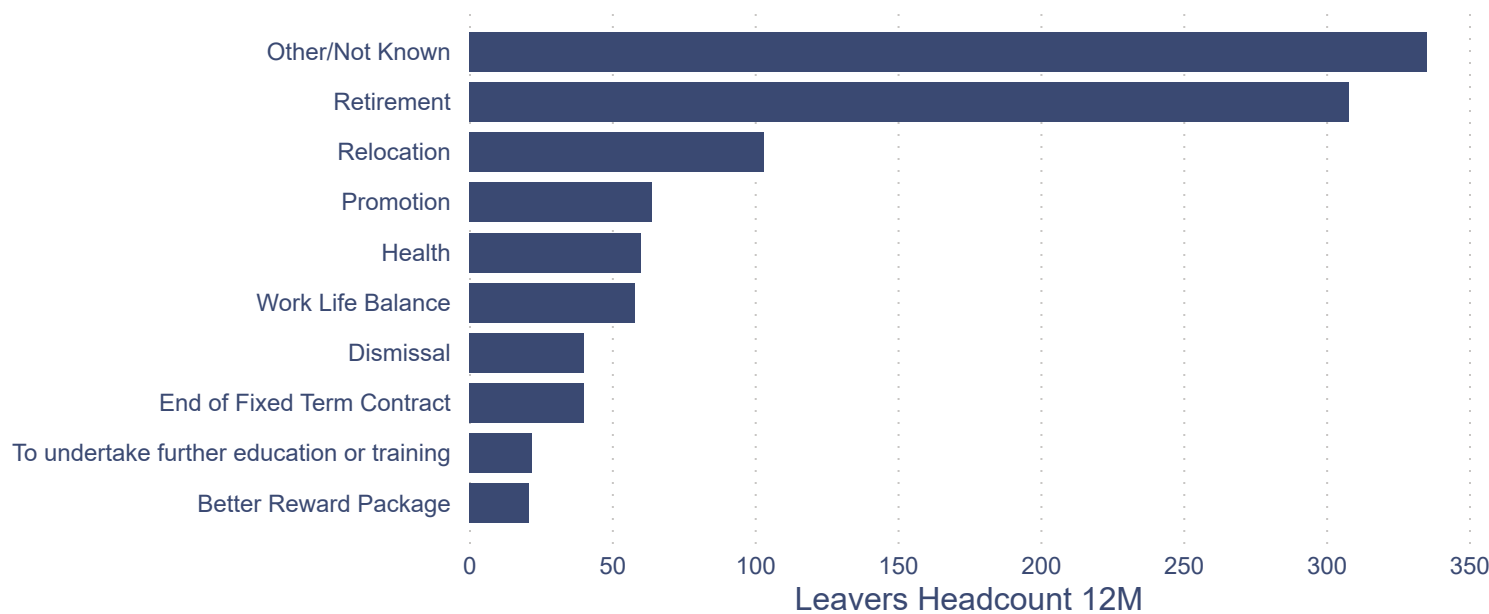
LoS Group ● Less than 1 Year ● 1-3 Years ● 4-5 Years ● 5-10 Years ● Over 10 Years



Reasons for Leaving - Exit Interview Themes



Top 10 Reasons for Leaving in the last 12 Months

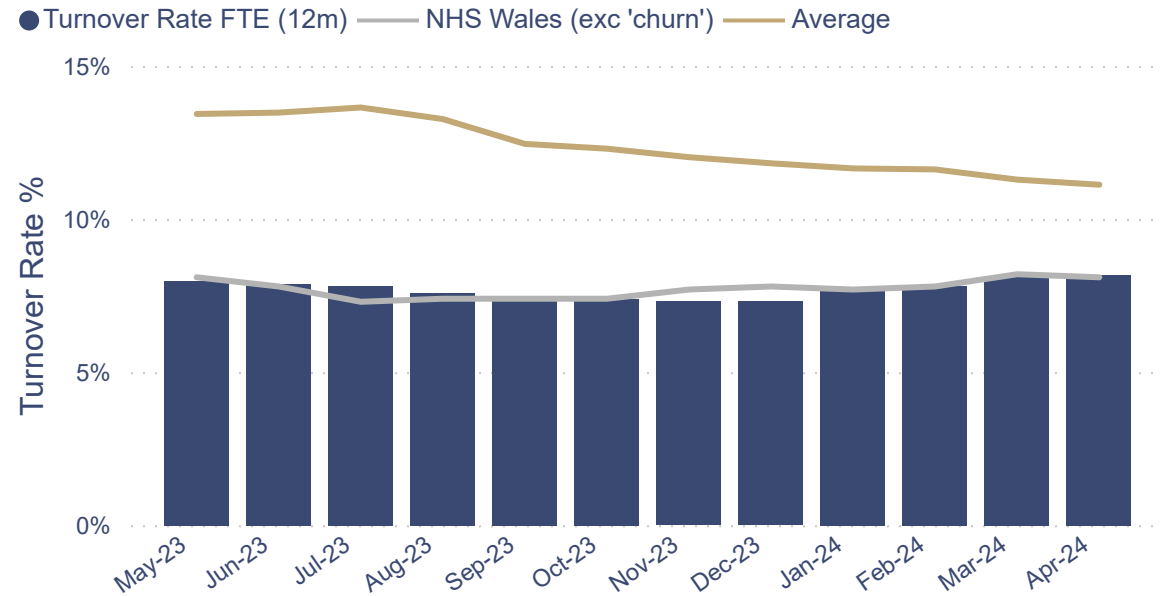


Turnover Benchmarking as at April 2024

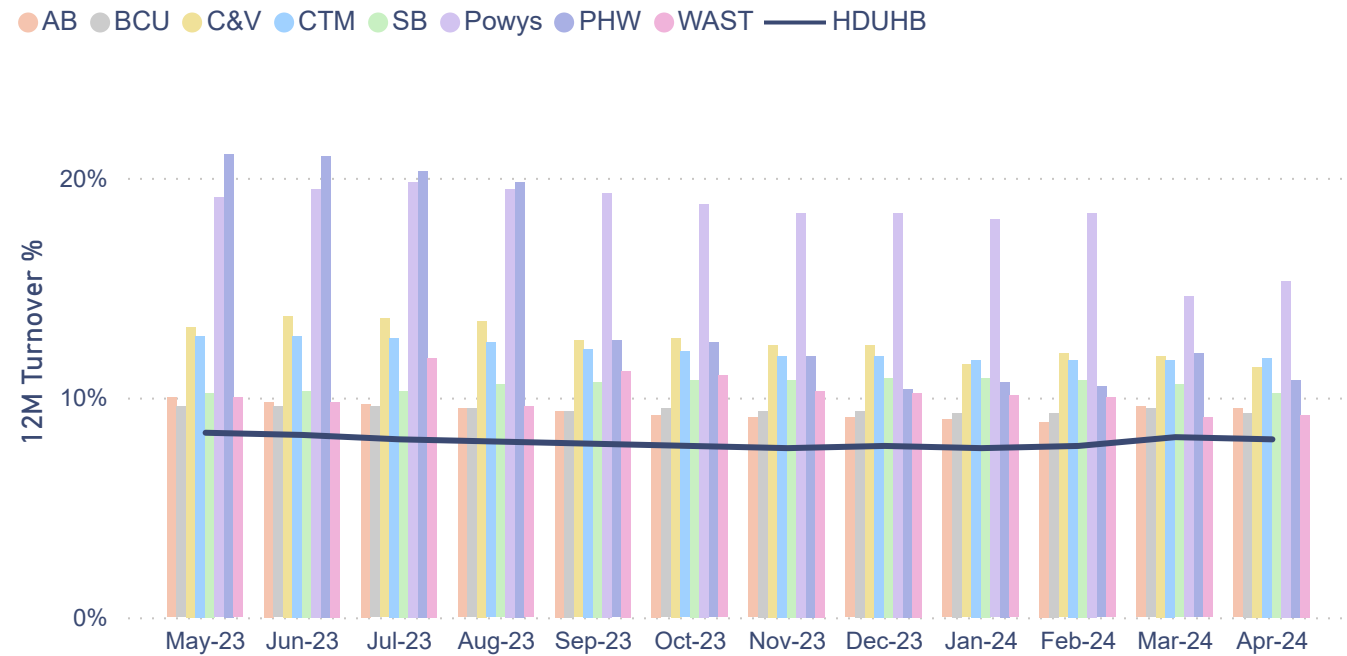
NHS Wales figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. In some case NHS Wales' turnover will be lower than all organisations for this reason.

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), Velindre (VEL) and Welsh Ambulance Service Trust (WAST).

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



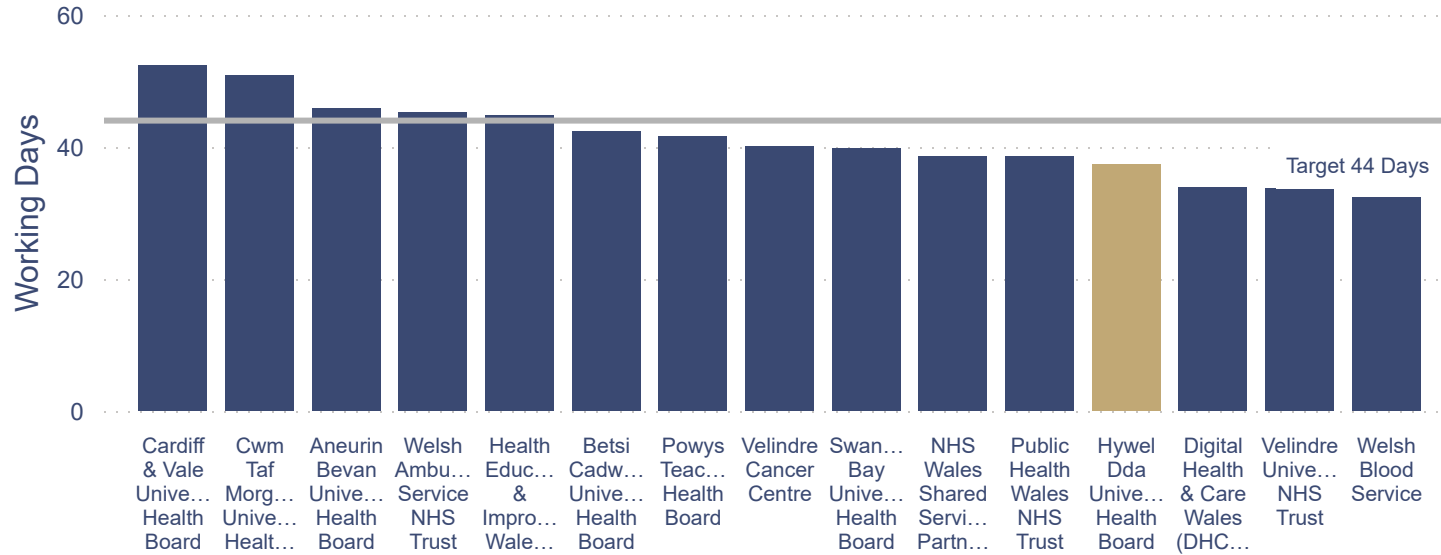
12M Turnover Rate compared to other Health Boards



Recruitment Activity as at June 2024



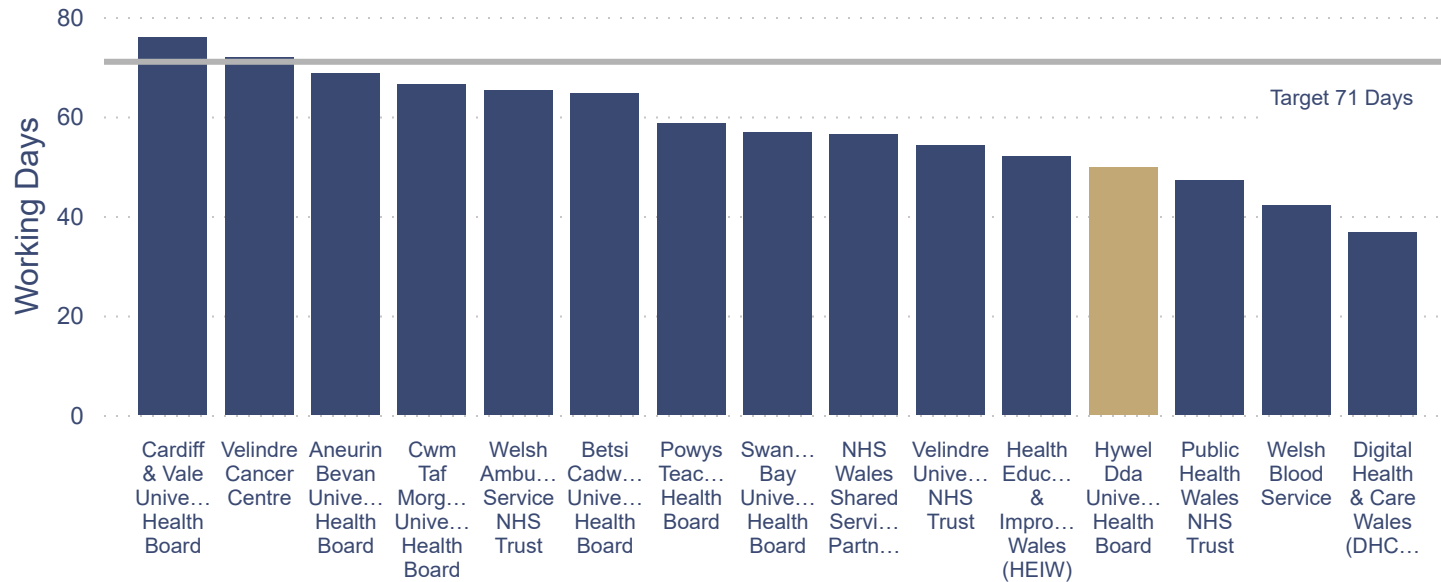
Vacancy Creation to offer letter issued compared to other Orgs and Target of 44 days



DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	New Starters - Overseas	% Compliance
Jan-23	179	147	3	100.0%
Feb-23	131	132	8	100.0%
Mar-23	143	141	7	100.0%
Apr-23	142	132	2	100.0%
May-23	153	146	3	100.0%
Jun-23	103	102	3	100.0%
Jul-23	120	120	3	99.2%
Aug-23	119	115	7	100.0%
Sep-23	170	171	5	100.0%
Oct-23	207	200	6	100.0%
Nov-23	180	174	6	100.0%
Dec-23	111	107	10	100.0%
Jan-24	147	144	6	100.0%
Feb-24	121	118	7	100.0%
Mar-24	103	100	11	100.0%
Apr-24	150	145	3	100.0%
May-24	102	102		100.0%
Jun-24	142	141	1	100.0%

Vacancy Creation to ready for Start Date compared to other Orgs and Target of 71 days



Time to Hire by Staff Group

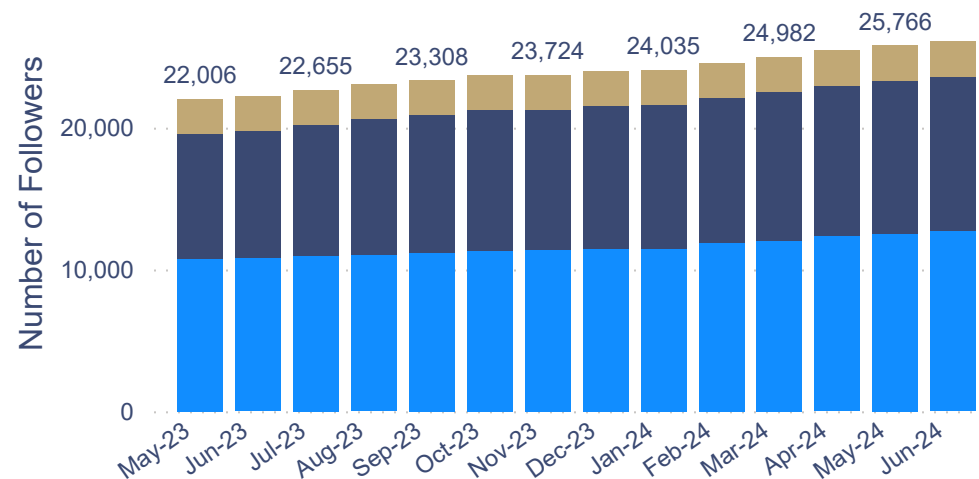
Staff Group	Hywel Dda University Health Board	Cardiff & Vale University Health Board	Swansea Bay University Health Board	Betsi Cadwaladr University Health Board
HS	37.0	83.7	75.6	56.0
EA	44.1	70.9	35.5	56.2
ACS	44.8	63.7	58.1	67.7
NMR	49.0	75.4	62.2	60.8
A&C	50.1	76.5	48.4	58.1
APST	68.0	85.8	46.5	79.6
AHP	91.7	81.7	67.7	96.7



Followers on Social Media



● Facebook ● LinkedIn ● Twitter / X



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
Velindre University NHS Trust	0.4	1.1	10.8	0.9	3.9	4.4
Betsi Cadwaladr University Health Board	4.3	1.6	9.3	1.0	5.4	2.1
Aneurin Bevan University Health Board	9.1	1.7	8.8	1.0	7.4	3.1
Cwm Taf Morgannwg University Health Board	20.8	1.8	8.4	1.0	9.4	3.7
Health Education & Improvement Wales (HEIW)	6.2	1.1	9.0	1.0	3.3	5.0
Hywel Dda University Health Board	7.9	1.5	9.4	1.0	1.7	1.9
NHS Wales Shared Services Partnership	11.6	1.2	6.3	1.0	6.9	4.5
Swansea Bay University Health Board	3.7	1.7	8.5	1.0	6.8	4.8
Velindre Cancer Centre	0.8	1.3	7.4	1.0	6.6	1.8
Welsh Ambulance Service NHS Trust	9.9	1.3	8.9	1.0	3.6	1.2
Welsh Blood Service	1.3	1.3	8.1	1.0	4.6	1.9
Digital Health & Care Wales (DHCW)	0.3	1.3	8.7	1.1	4.0	1.9
Powys Teaching Health Board	6.1	1.7	10.0	1.1	6.0	2.2
Public Health Wales NHS Trust	4.4	1.6	10.0	1.1	5.0	2.6
Cardiff & Vale University Health Board	16.5	1.5	10.2	1.5	7.2	3.6
Target	10.0	2.0	10.0	2.0	3.0	3.0

Month on Month Recruitment Volumes Medical & Dental

Month	Number of FTE advertised	Number of posts advertised
Apr-24	25.20	22.00
May-24	43.00	17.00
Jun-24	55.00	24.00

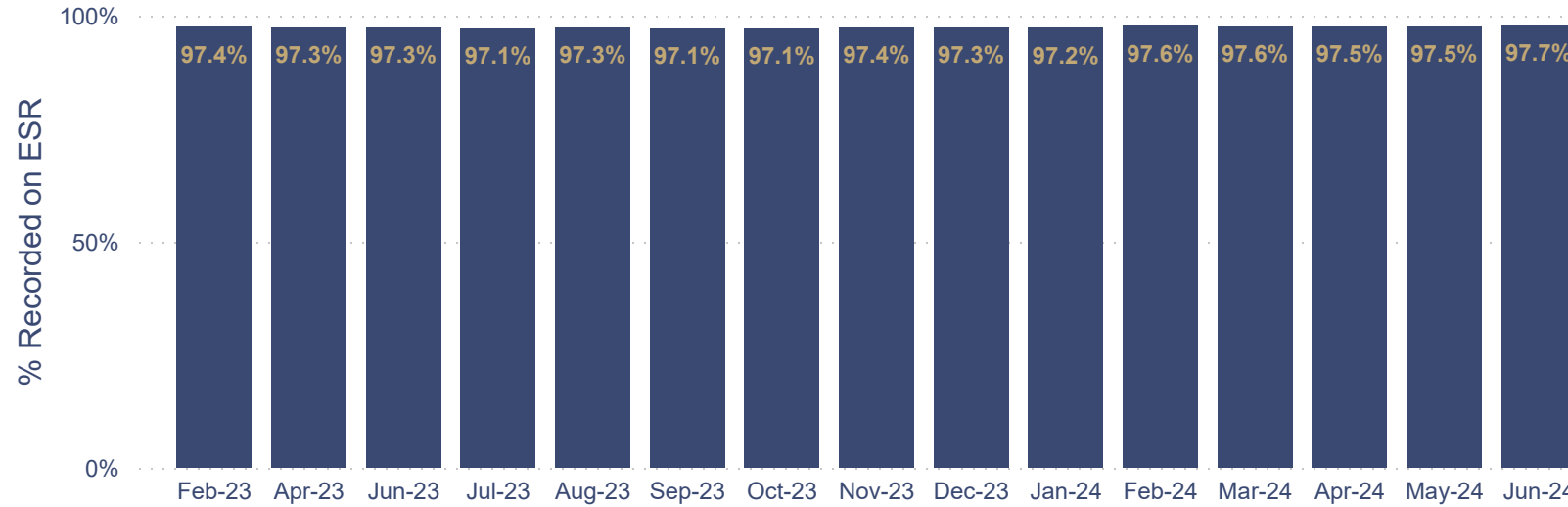
Medical Recruitment June 2024

Trac Recruitment Health Check	Target	Jun-24	Time to Target
Time from Notice to Authorisation Start Date	5	8	3.0
Time to Approve Vacancies	10	2.8	-7.2
Time to notify Recruitment of Interview Outcome	3	2	-1.0
Time to Send conditional offer	4	7.9	3.9
Time to Send Interview invites	2	0.4	-1.6
Time to Shortlist	3	8.6	5.6

Month on Month Recruitment Volumes (Excluding M&D)

Month	Number of FTE advertised	Number of posts advertised
Apr-24	180.0	165
May-24	179.1	156
Jun-24	208.8	187

Welsh Language Skills Recorded on ESR

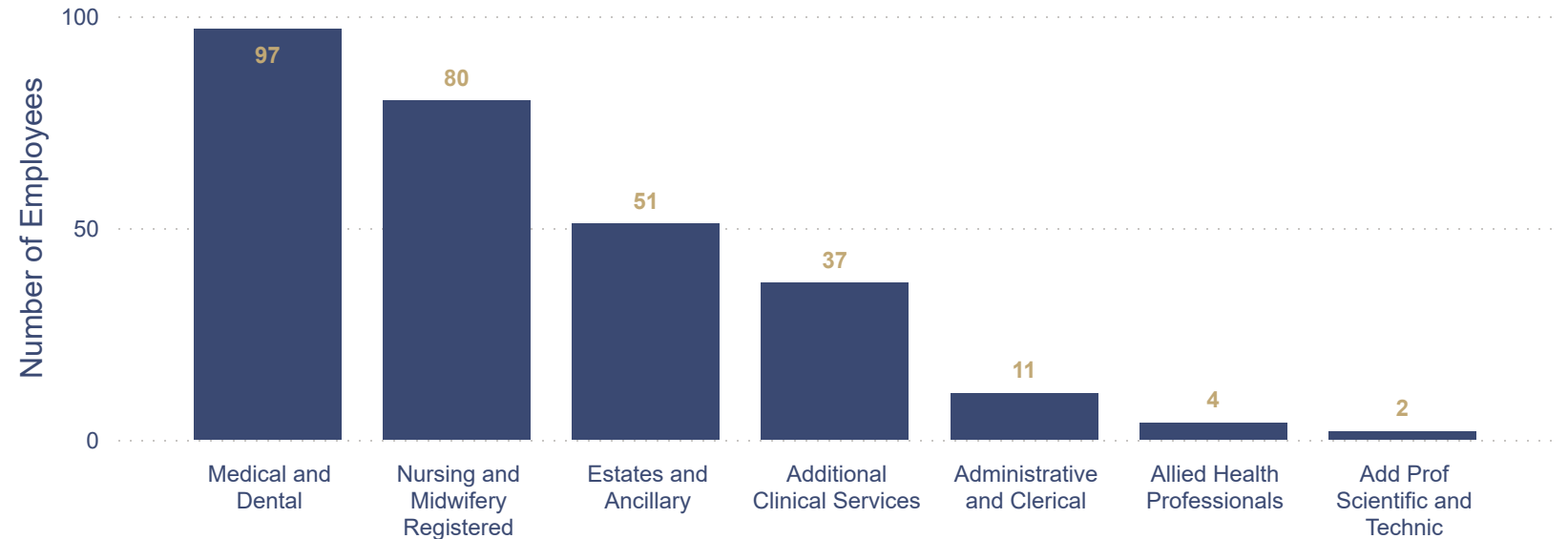


Welsh Language Skills recorded on ESR

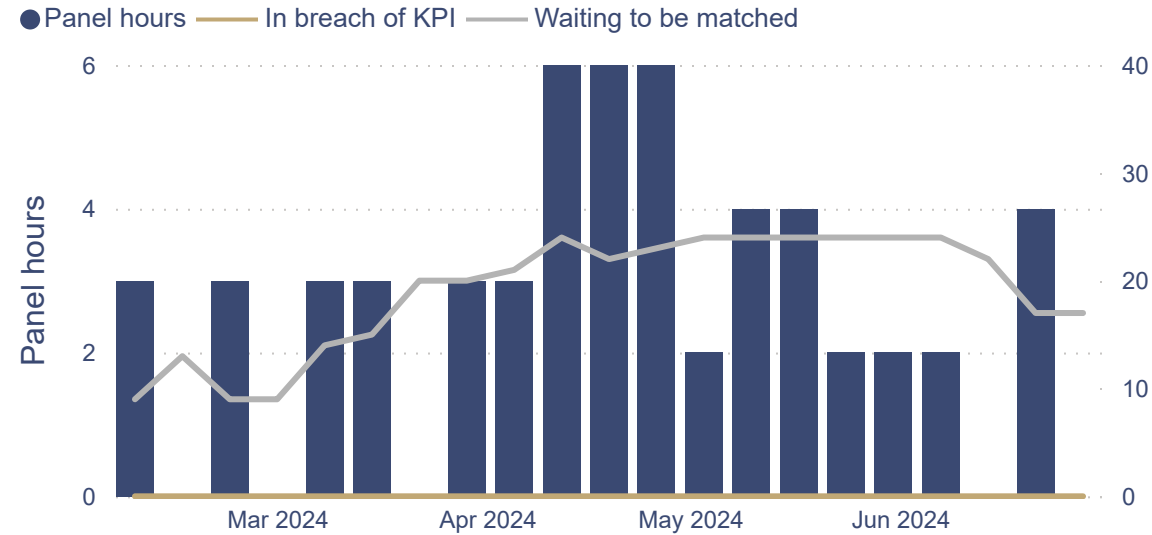
35.3%
Level 2 (Foundation / Sylfaen) & Above

26.3%
Level 3 (Intermediate / Canolradd) & Above

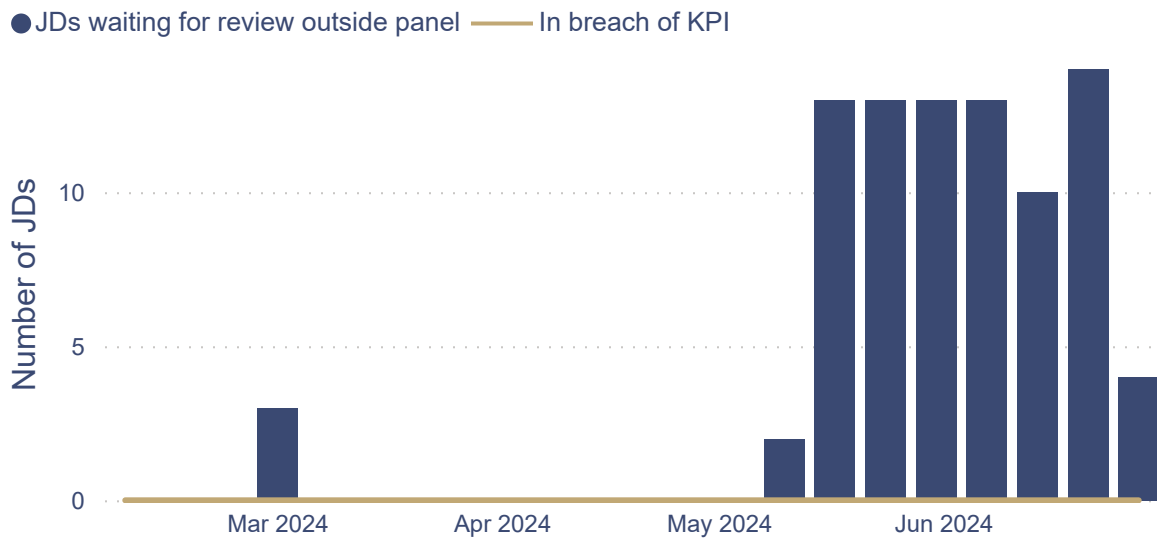
Number of employees by Staff Group that have not recorded Welsh Language Skills on ESR



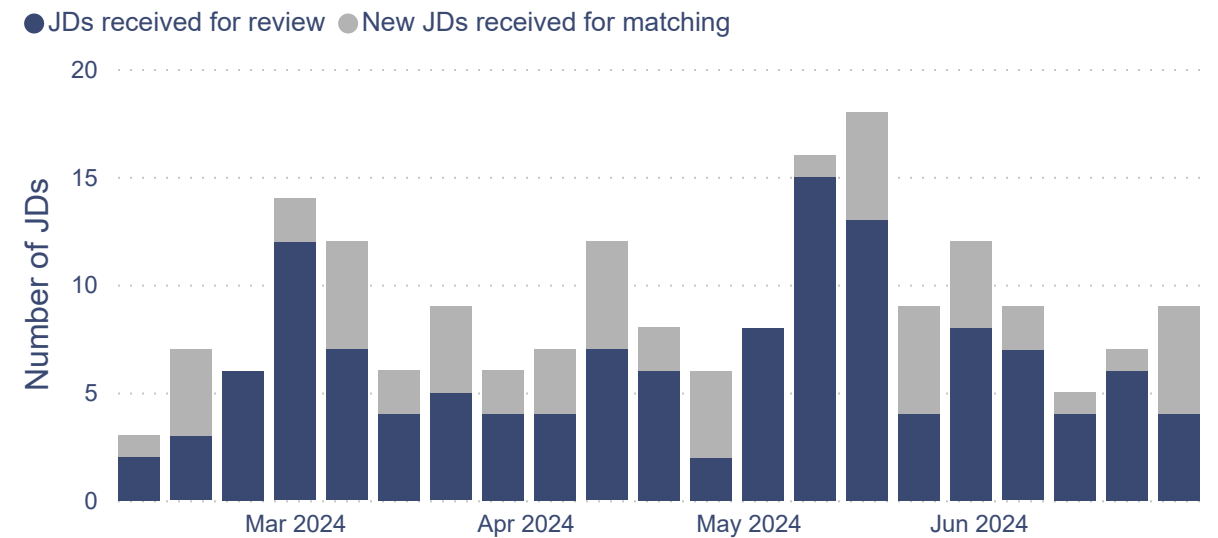
Activity - Waiting to be Matched and KPI breaches by Week



Activity - for Review Outside Panel and KPI breaches by Week



Volume - New and for Review by Week



PADR, Staff Engagement & Consultant/SAS Job Planning Activity as at June 2024

Staff Engagement Year on Year / Month on Month

Year Of Survey	Sent to	Number completed	Response Rate	Engagement Score
2023 Sample in July	985	181	18.4%	74.0%
2023 Sample in August	1002	170	17.0%	73.0%
2023 Sample in September	972	182	18.7%	74.0%
2023 Sample in October	988	161	16.3%	74.0%
2023 Sample in November	997	152	15.2%	73.0%
2023 Sample in December	977	107	11.0%	72.0%
2024 Sample in January	939	135	14.4%	73.0%
2024 Sample in February	944	94	10.0%	76.0%
2024 Sample in March	935	120	12.8%	70.0%
2024 Sample in April	931	132	14.2%	75.0%
2024 Sample in May	947	123	13.0%	71.0%
2024 Sample in June	914	157	17.2%	71.0%

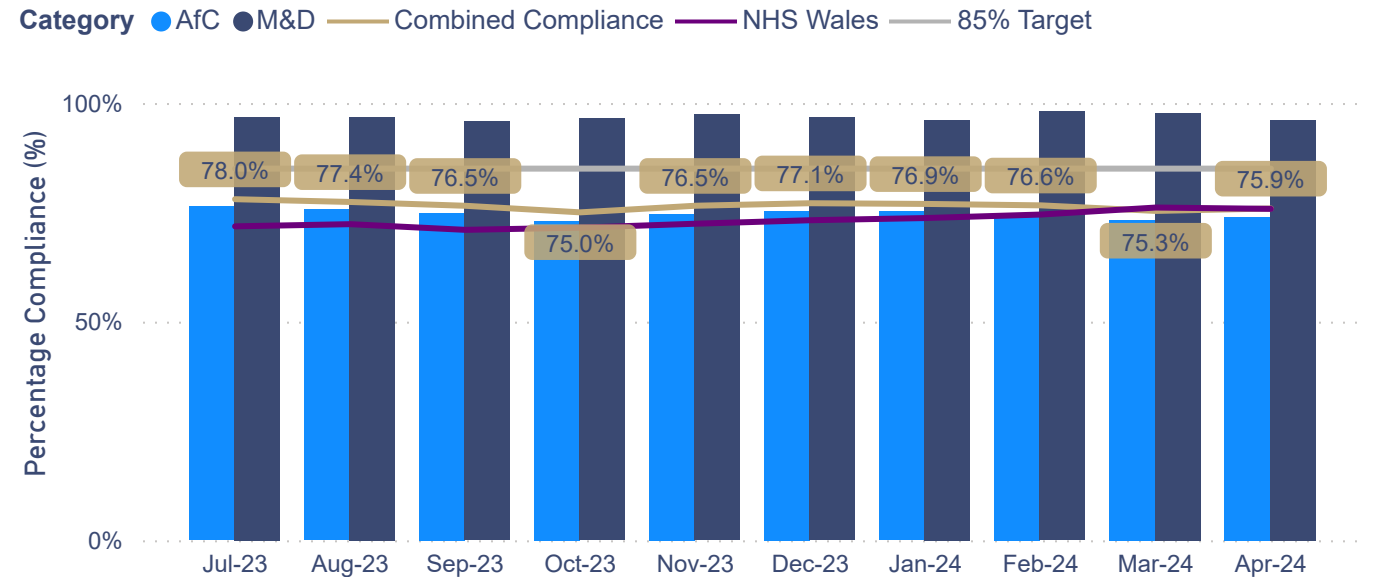
Percentage of Staff from the engagement survey who strongly agree or agree that their PADR helps improve how they do their job.

Month	Engagement Score by Staff Group
Jan-24	65.2%
Feb-24	71.3%
Mar-24	64.2%
Apr-24	68.2%
May-24	65.9%
Jun-24	70.1%

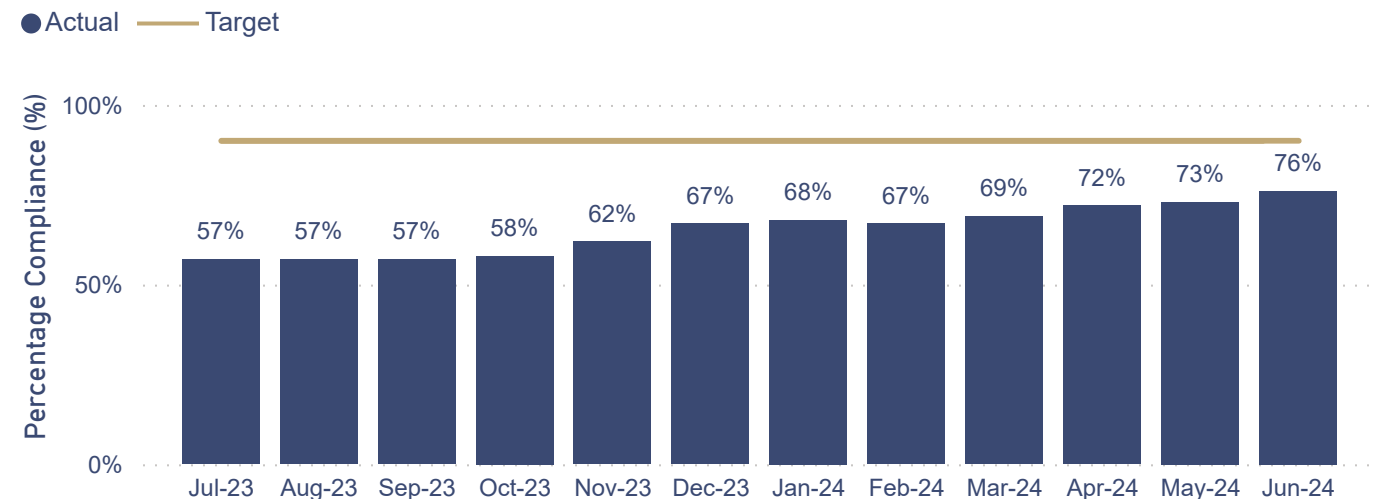
Role	Engagement Score
Allied Health Professionals	78.2%
Other Scientific and Technical	76.7%
Administrative and Clerical	72.7%
Estates, Facilities & Support Services	72.6%
Nursing and Midwifery	67.4%
Healthcare Scientists	66.7%
Medical and Dental	59.0%

Please note 0% would represent either no respondents in this months survey or less than 5 which are removed to uphold anonymity

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



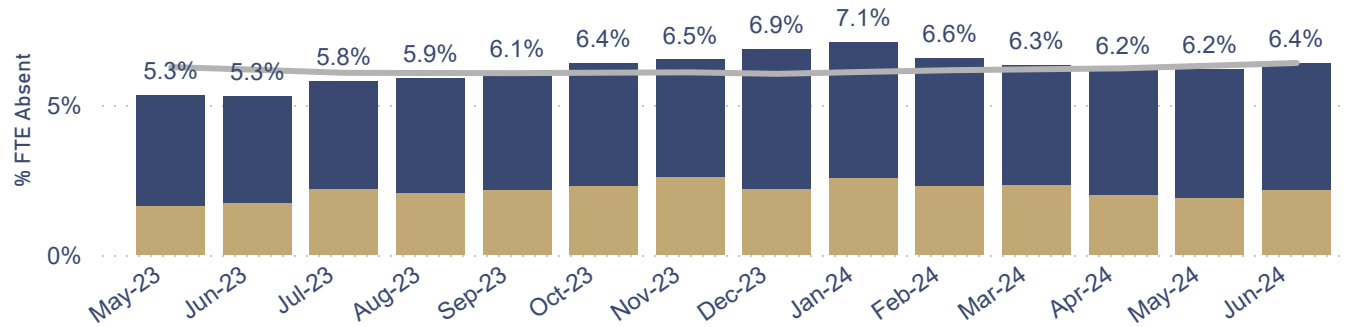
Consultant/SAS doctors with a current Job Plan (Current is within 12 Months) against 90% Target



Sickness levels as at June 2024

% FTE Absent In month & Rolling 12M

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



Absence Reason where Absent FTE % > 0.45%

Absence Reason	Apr-24	May-24	Jun-24
S10 Anxiety/stress/depression/other psychiatric illnesses	1.9%	2.0%	2.0%
S25 Gastrointestinal problems	0.6%	0.6%	0.6%
S12 Other musculoskeletal problems	0.5%	0.5%	0.6%
S13 Cold, Cough, Flu - Influenza	0.6%	0.5%	0.5%

% 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
6.4%	0.19% ↑	1.11% ↑

In Month Absence FTE % by Staff Group

Staff Group	Apr-24	May-24	Jun-24
Nursing and Midwifery Registered	2.1%	2.0%	2.0%
Additional Clinical Services	1.7%	1.8%	1.9%
Estates and Ancillary	0.9%	0.9%	1.0%
Administrative and Clerical	0.9%	0.8%	0.8%
Allied Health Professionals	0.2%	0.2%	0.3%
Medical and Dental	0.2%	0.2%	0.2%
Add Prof Scientific and Technic	0.1%	0.2%	0.1%
Healthcare Scientists	0.1%	0.1%	0.1%
Total	6.2%	6.2%	6.4%

Directorates with Absent FTE % > 4.9%

Directorate	Jun-24 % FTE ST Absent	Jun-24 % FTE LT Absent	Jun-24 % FTE Absent	Rolling 12M % FTE
FACILITIES	2.78%	9.08%	11.9%	10.5%
CEREDIGION COUNTY	1.36%	6.66%	8.0%	7.2%
CARMARTHENSHIRE COUNTY	3.22%	4.67%	7.9%	8.6%
UNSCHEDULED CARE PRINCE PHILIP	3.23%	4.29%	7.5%	8.3%
UNSCHEDULED CARE GLANGWILI	3.03%	4.39%	7.4%	6.8%
UNSCHEDULED CARE WITHYBUSH	2.74%	4.40%	7.1%	7.4%
PLANNED CARE	2.37%	4.31%	6.7%	5.9%
NURSING	2.12%	4.23%	6.4%	5.6%
PEMBROKESHIRE COUNTY	3.00%	3.13%	6.1%	8.5%
UNSCHEDULED CARE BRONGLAIS	3.07%	2.98%	6.1%	6.1%
MENTAL HEALTH & LEARNING DISABILITIES	2.01%	3.75%	5.8%	5.9%
PRIMARY CARE	1.86%	3.85%	5.7%	6.3%
WOMEN & CHILDREN	1.94%	3.76%	5.7%	5.9%
PUBLIC HEALTH	0.63%	4.51%	5.1%	6.4%
FINANCE	0.42%	4.50%	4.9%	5.0%
OPERATIONS DIR MANAGEMENT	1.24%	3.25%	4.5%	6.3%
RADIOLOGY	1.67%	2.41%	4.1%	5.2%
DIGITAL	1.17%	2.29%	3.5%	5.2%

Sickness benchmarking as at April 2024

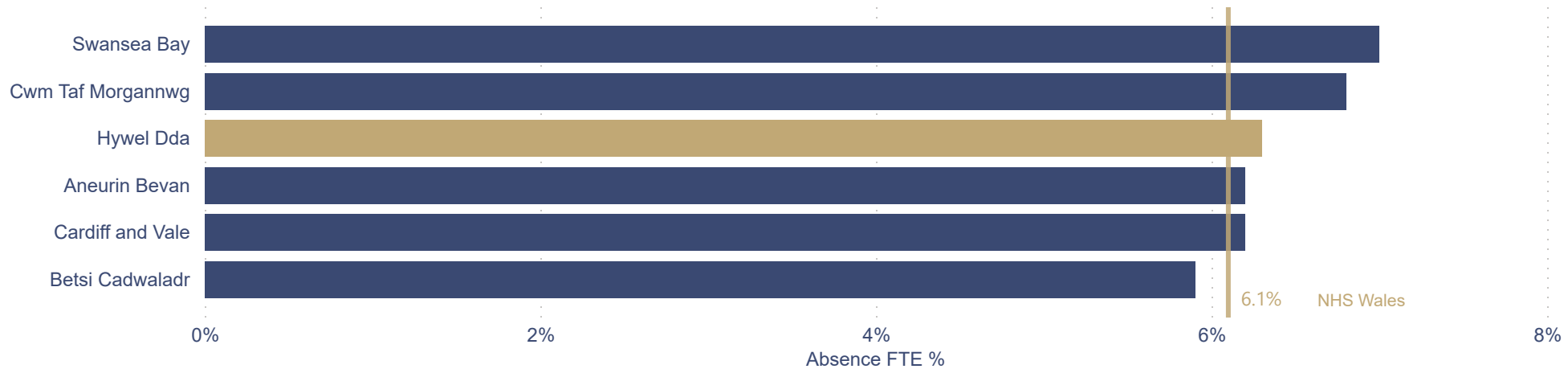


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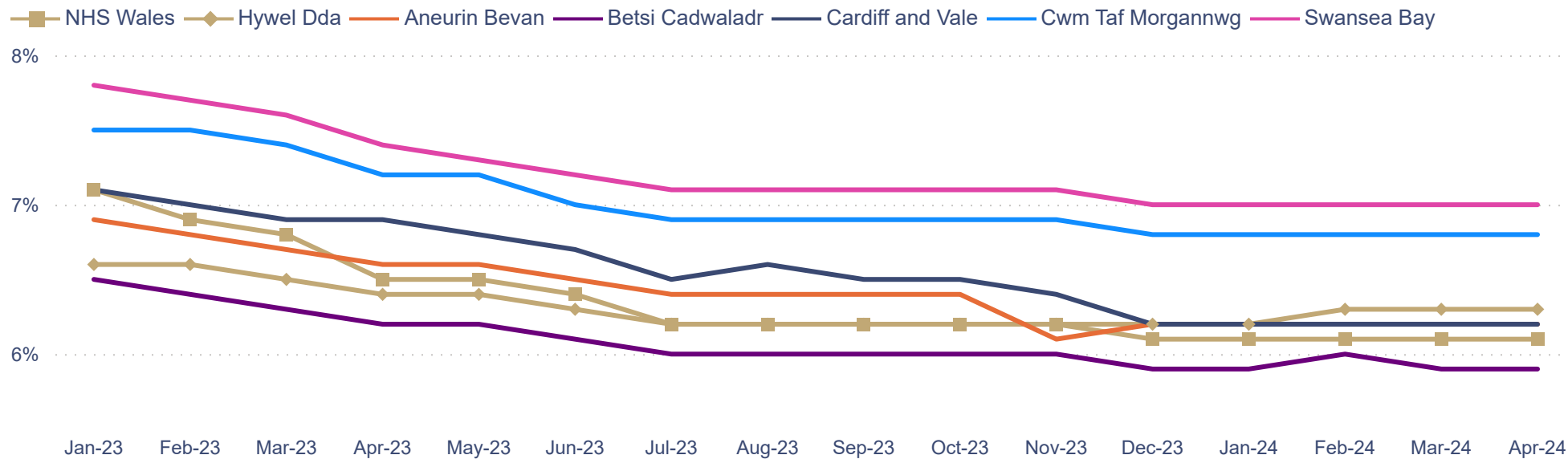
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Hywel Dda
University Health Board

Please note that NHS Wales Benchmarking figures are currently only up to April 2024 as such the Hywel Dda figures on this page are also as at April 2024

Sickness absence FTE % April 2024 performance compared to other Health Boards and NHS Wales



Rolling 12M sickness absence rates Jan '23 - Apr '24



Self Referral - Waiting Time
Working Days

7

Management Referrals	Target (Calendar days)		Apr-24	May-24	Jun-24
Appointment with the relevant OH	29	Number	240	252	205
		Completed inline with KPI	232	236	205
	>80%	KPI %	97%	94%	100%
Where consent is agreed during consultation, the report will be sent to the manager on the same day of the appointment	29	Number			164
		Completed inline with KPI			153
<i>Measure Available from June 2024</i>	>80%	KPI %			93%

Consultant - Waiting Time
Working Days

8

Telephone Calls
June 2024

912

Pre-Employment Standard Clearances	Target (Calendar days)		Apr-24	May-24	Jun-24
Occupational Health clearance	7	Number	184	267	445
		Completed inline with KPI	151	247	421
	>80%	KPI %	82%	93%	95%

Nurse - Waiting Time
Working Days

7

Emails
June 2024

1,057

Self Referrals	Target (Calendar days)		Apr-24	May-24	Jun-24
Appointment with the relevant OH	29	Number	30	19	27
		Completed inline with KPI	26	19	26
	>80%	KPI %	87%	100%	96%

Physiotherapist - Waiting Time
Working Days

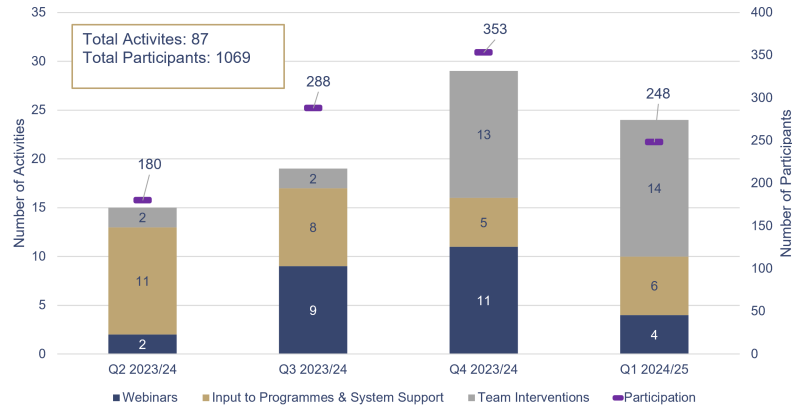
8

Staff Psychological Wellbeing Activity

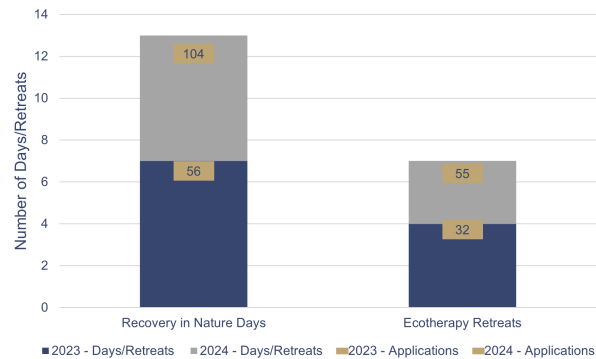


Preventative Interventions

Preventative Team and Group Activities

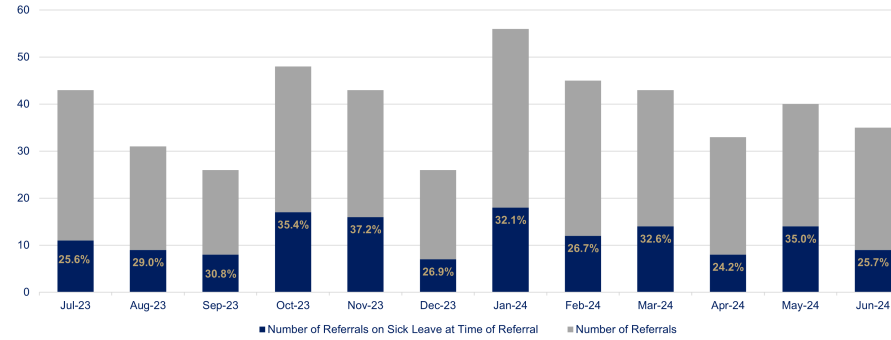


Recovery in Nature Programme 2023 & 2024



One to One Psychological Interventions

Total number of referrals & percentage of these on sick leave at the time of referral.

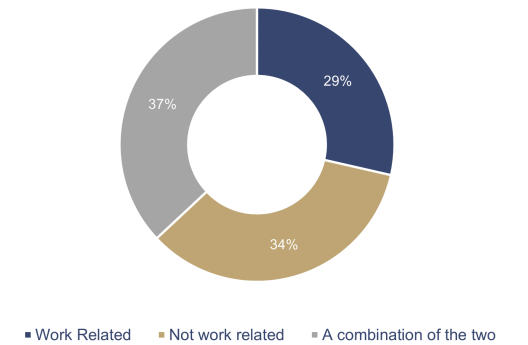


Average Wait Time (weeks) to a first appointment

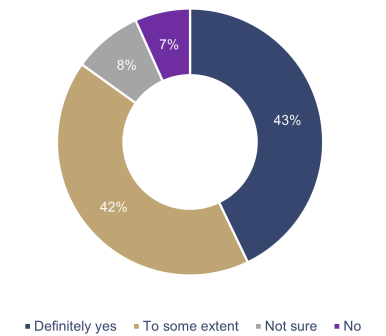


Data for the two graphs below is collated from the client satisfaction questionnaires.

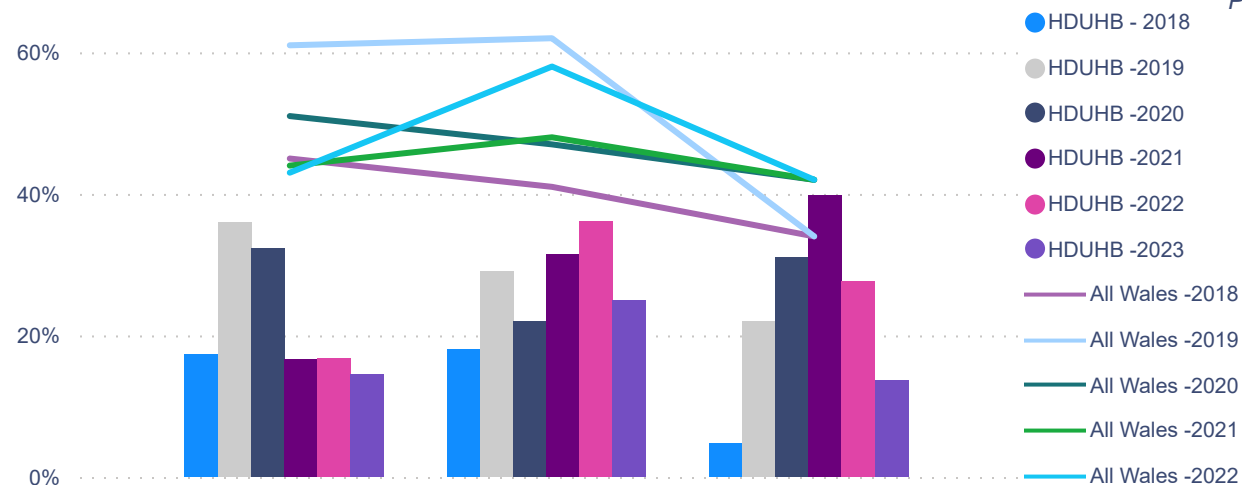
Main Presenting Issue at Referral



Issue Affecting Ability to Work?



Career Framework Data



Headcount

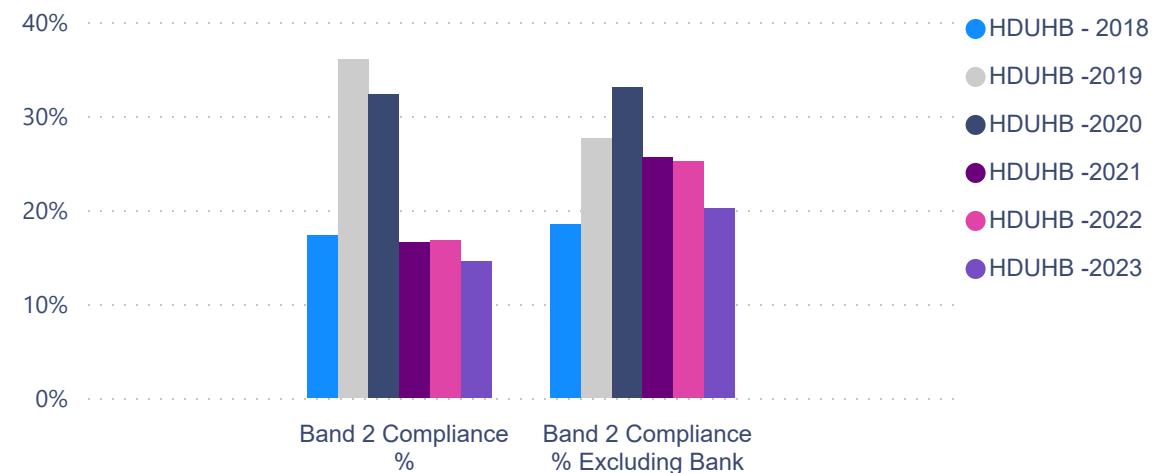
Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank / Temporary Staff (on Bank only contracts)	587	2	63	0	16	0
CAMHS	0	0	7	5	2	1
Dietetics	0	0	2	0	12	4
Maternity	61	12	4	0	0	0
Nursing Adult	850	215	236	79	63	22
Nursing Child	35	10	24	8	39	12
Nursing Community	104	33	186	94	19	11
Nursing Learning Disability	0	0	55	14	13	2
Nursing Mental Health	80	14	108	45	2	1
Occupational Therapy	0	0	6	4	55	6
Operating Theatres	19	5	25	13	6	5
Other Allied Health Discipline	0	0	12	6	20	12
Physiotherapy	2	0	21	9	54	14
Podiatry	0	0	3	0	2	0
Radiology	0	0	34	6	11	1
Speech and Language service	0	0	3	2	19	1
Total	1738	291	789	285	333	92

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

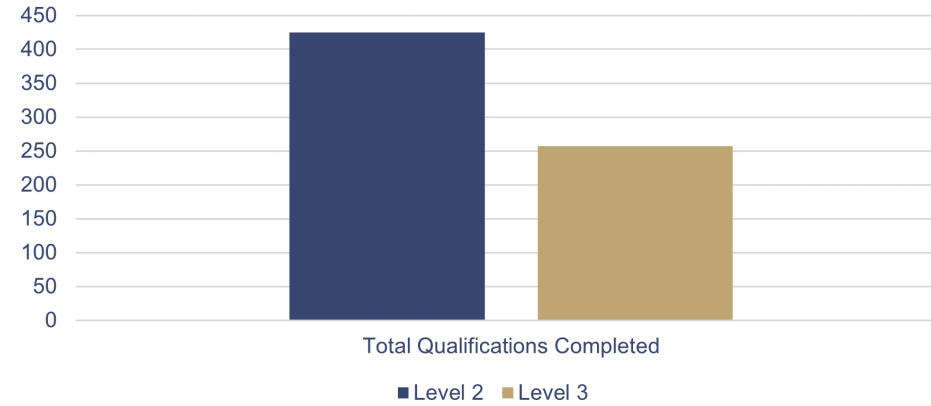
Please see headcount Table Career Framework- Percentage with requisite level of health related qualification

Profession	% Level 2	% Level 3	% Level 4
Bank / Temporary Staff (on Bank only contracts)	0.00	0.00	0.00
CAMHS	0.00	0.71	0.50
Dietetics	0.00	0.00	0.33
Maternity	0.20	0.00	0.00
Nursing Adult	0.25	0.33	0.35
Nursing Child	0.29	0.33	0.31
Nursing Community	0.32	0.51	0.58
Nursing Learning Disability	0.00	0.25	0.15
Nursing Mental Health	0.18	0.42	0.50
Occupational Therapy	0.00	0.67	0.11
Operating Theatres	0.26	0.52	0.83
Other Allied Health Discipline	0.00	0.50	0.60
Physiotherapy	0.00	0.43	0.26
Podiatry	0.00	0.00	0.00
Radiology	0.00	0.18	0.09
Speech and Language service	0.00	0.67	0.05

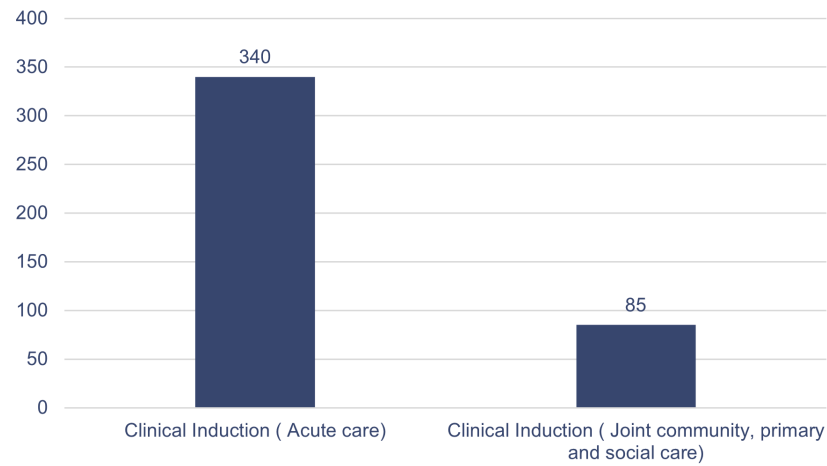
Impact of Bank Compliance on Career Framework Data



Agored qualifications completed
Jul-23 to Jun-24 by diploma level



Level 2 Induction Module Completed

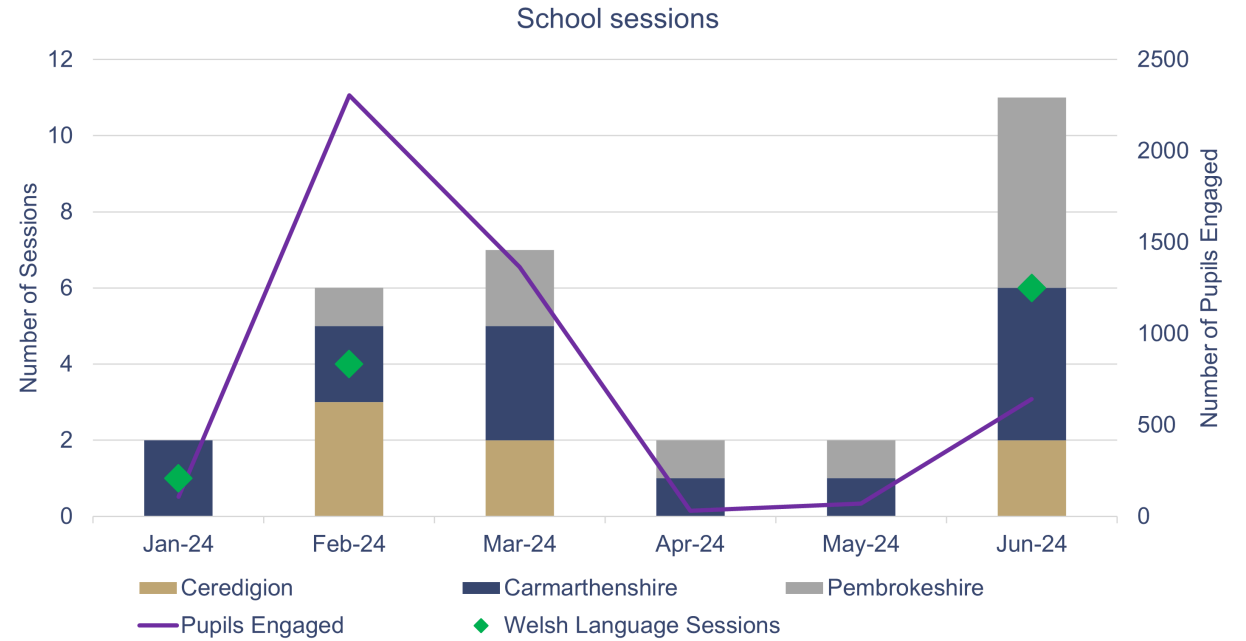


School Engagement

County	Valued Partner Schools						Increase since last report	
Carmarthenshire	Ysgol Bro Myrddin	Ysgol Bryngwyn	Ysgol Coedcae	Ysgol Glan y Mor	Amman Valley School	Ysgol Strade Dyffryn Taf	St John Lloyds	↑ 1
Ceredigion	Canolfan Aeron	Canolfan Y Eos	Ysgol Bro Pedr	Ysgol Bro Teifi				
Pembrokeshire	Ysgol Bro Gwaun	Ysgol Caer Elen	Haverfordwest High					↑ 1
County	Non - Valued Partner Schools						Increase since last report	
Carmarthenshire	St Michaels	Maes Y Gwendraeth	QE High	Ysgol Emlyn	Ysgol Bro Dinefwr			
Ceredigion	Ysgol Henry Richards	Aberon High	Ysgol Penweddig	Ysgol Penglais	Ysgol Uwrchradd			
Pembrokeshire	Ysgol Penrhyd Dewi - St Davids	Ysgol Harri Tudur	Ysgol Preseli	RedHill School	Green Hill		↑ 1	

100% of all mainstream secondary schools in the three counties are covered.

Engagement Events 1st January 2024 to 30th June 2024		
County	Number of Events	People Engaged
Pembrokeshire	9	415
Carmarthenshire	14	2293
Ceredigion	15	1453
Total	38	4161
Compared to last period	↑ 22	↑ 3839



Future Workforce Apprentices



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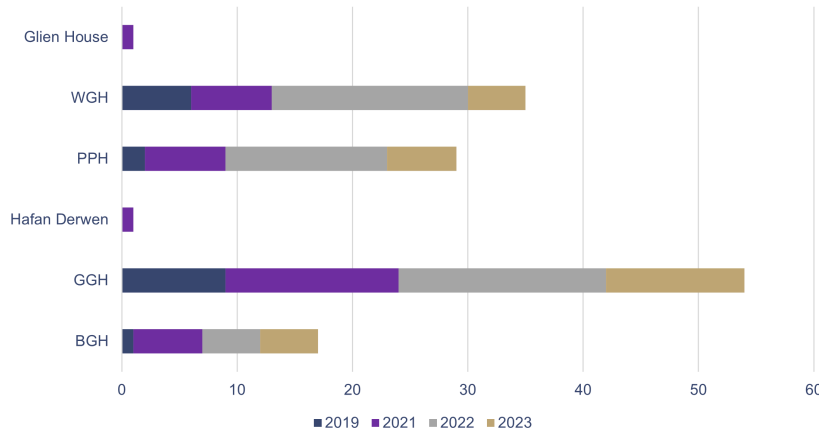
Success rates level 2 & 3 with Pembroke College

2023	87%
2022	71%
Increase/Decrease	↑ 16%

Gateway Review Pass Rate

Passed	2023 cohort %
1st attempt	69%
2nd attempt	12%
3rd attempt (due)	19%

Apprentices by Site



89% rated the day as excellent
11% rated the day as good

37% of candidates

had completed Hywel Dda Work Experience in a clinical setting prior to application

Friendliness of the team:
100% rated 5 stars

2024 Health Care Apprentice Applications

Places available to offer	40
Invited to Interview	83
Places Offered	40
Increase in Applications from 2023	↑ 27%

Would you recommend a friend apply for an apprenticeship with Hywel Dda University Health Board after your assessment experience:

100% Said YES

Overall Experience:
92% rated 5 stars

5 less leavers
(25% decrease)
from last period

*2 moved to LA - still retained as per programme.

Learning & Development - Training for Managers in Bands 3-7 roles

The Learning and Development Department (L&D) provide information and signposting to a range of high-quality management development programmes, delivered internally and externally. To ensure a variety of individual learning needs are met, resources vary and include bitesize webinars, classroom sessions, accredited training, podcasts and videos.



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THE HYWEL DDA MANAGER

Managed by L&D, the Hywel Dda Manager is a 7-day development programme designed to empower managers, to become more effective, inclusive, resilient, and compassionate.

INFORM

Managed by L&D, INFORM is a suite of resources, providing managers with information and training to recruit, develop and retain a diverse workforce.

Change Ambassadors

CHANGE AMBASSADORS PROGRAMME

20 staff have accessed DHCW's programme developing a culture of embracing and supporting change through staff engagement and facilitating continuous improvement.

GWELLA

The leadership portal is managed HEIW, providing access to a range of compassionate leadership resources with ease. This platform is accessible to everyone regardless of their position or qualification.

ILM

So far this year, 85 staff have enrolled to attend ILM accredited training, provided by local further education providers.

L&D regularly review offerings and signposting information to ensure our staff have access to the latest opportunities.





203
Applications received

111
Approved

20
Waitlisted

72
Signposted to alternative programmes

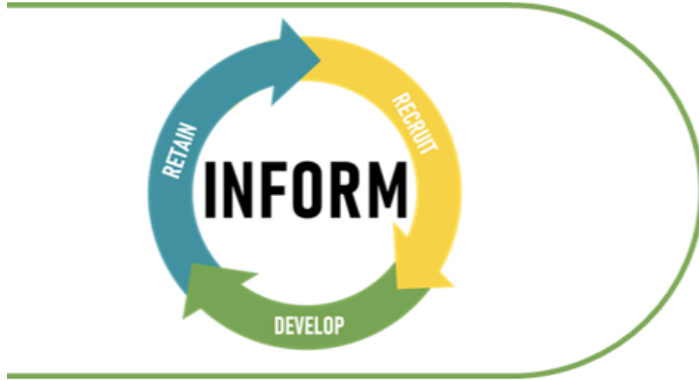
Launched in April 2024, the 7-day programme has been carefully designed to develop compassionate and inclusive management teams.

Course Objectives:

- Develop a deeper and clearer sense of who you are as a manager, your strengths and development areas
- Implement immediate positive and productive changes to your team
- Improve your personal impact, drive progress and inspire a culture of inclusivity
- Become a more resilient manager, who can adapt their communication style to improve outcomes and experiences

5 cohorts of up to 20 managers will be delivered during 2024/25.

Day 1	Day 2	Day 3	Day 4 & 5	Day 6	Day 7
Introduction & Overview (Learning and Development)	Self-awareness & communication styles (Learning and Development)	Psychological safety (Organisational Relationship Managers)	Leader as Coach Coaching V Mentoring	Team Wellbeing & wellbeing conversations (Staff Psychological Wellbeing Service)	Inclusive Recruitment (Recruitment)
Organisational Awareness – Values and Behaviours (Culture & Workforce)	Resilience & Well Being, Emotional literacy (Staff Psychological Wellbeing Service)	Being an inclusive manager (Equality, Diversity & Inclusion)	Coaching Model Performance conversations	Healthy Working Relationships (Culture & Workforce)	Developing Yourself and Others (Learning and Development)
Management Roles and Styles (Learning and Development)		Essential HR (Workforce)	Management styles Coaching through change Coaching Practice (OD Leadership Development)	Compassionate leadership (OD Leadership Development)	Personal Developing Planning (Learning and Development)



I think it is really hard to be interactive on Teams, however I feel this session worked really well. I would perhaps add something in about Neurodiverse staff, as often an understanding of the people you are trying to "influence" is imperative to your delivery. Thank you I really enjoyed this session.

We value the feedback from our learners and feedback is used to improve our services and training programmes. L&D have undertaken some training to improve their awareness of the needs of neurodivergent learners and have also referred themselves to the Integrated Autism Service for further support.

★★★★★
Average rating of trainers' delivery skills by participants

Really helpful in understanding the differences with how people respond, e.g. leaders, bridge builders and tradition holders. Fun interactive session.

Have now attended a number of Hywel Dda online courses and find them very interesting and helpful towards my current ILM Course.

What did you enjoy most from the session?



Course Title	Number of sessions	Number of attendees	Cumulative total number of attendees
Managing Change	2	22	116
Cultural Intelligence	1	16	16
Developing Yourself & Others	3	31	124
Effective communication	3	34	115
Presentation Skills	2	12	27
Unconscious Bias	3	26	121

Learning & Development - Lifelong Learning Fund

An initiative designed to further help and support our workforce through the rest and recovery phase of the pandemic, whilst encouraging a learning culture. £30,000 of grant funding from NHS Charities was made available so staff could apply for up to £100 each to access learning or self-development. Launched in April 2022, the fund came to an end in March 2024. A panel consisting of Charitable Funds, Finance and Learning & Development representatives, reviewed all applications.



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I hope to gain confidence so that I can continue to explore what I have learnt as a way of managing stress and anxiety.

This could be useful to day-to-day life and personally it was something I regretted not learning when I was younger when my brother was diagnosed with Autism 45 years ago.

I used to windsurf before I had breast cancer and it was the only time I would not think about anything else. I want to get that feeling back.

A pottery class is something that I have always wanted to try but never been able to justify the expense.



438
applications

Those rejected by the panel included requests that were not eligible for the fund such as gym memberships, or for training that was occupationally relevant and already provided by the Health Board.

28
rejected

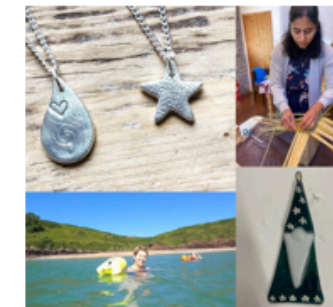


111
withdrawn



Withdrawn applications mainly consisted of cancelled training programmes or where the applicant had changed their mind and resubmitted a new request.

299
approved



I must admit I was cynical about people raising money for NHS staff because I thought it would be very unlikely to reach staff directly. It has taken me to suffer a significant mental health downturn to look for ways to look after myself. This is exactly the kind of support that works for me, finding new crafts and ways to relax and be calm. So, thank you!



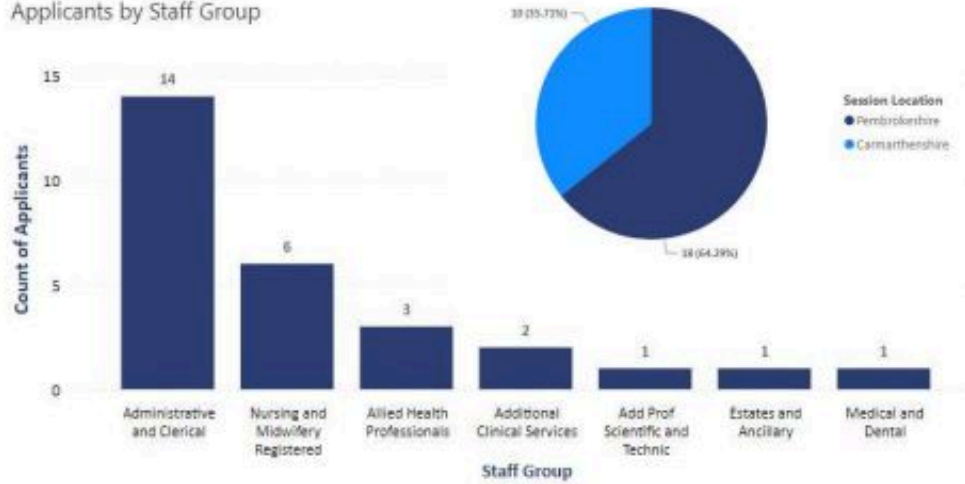
£26,323
Total value of approved applications

Learning & Development - Making a Difference

The following data shows a comparison of attendees between quarter 1 in the current and former financial years. This is reflective of how most quarters perform, in that the number of attendees from Estates and Ancillary and Medical and Dental are consistently low. There is low engagement in Ceredigion and higher DNA here than elsewhere.

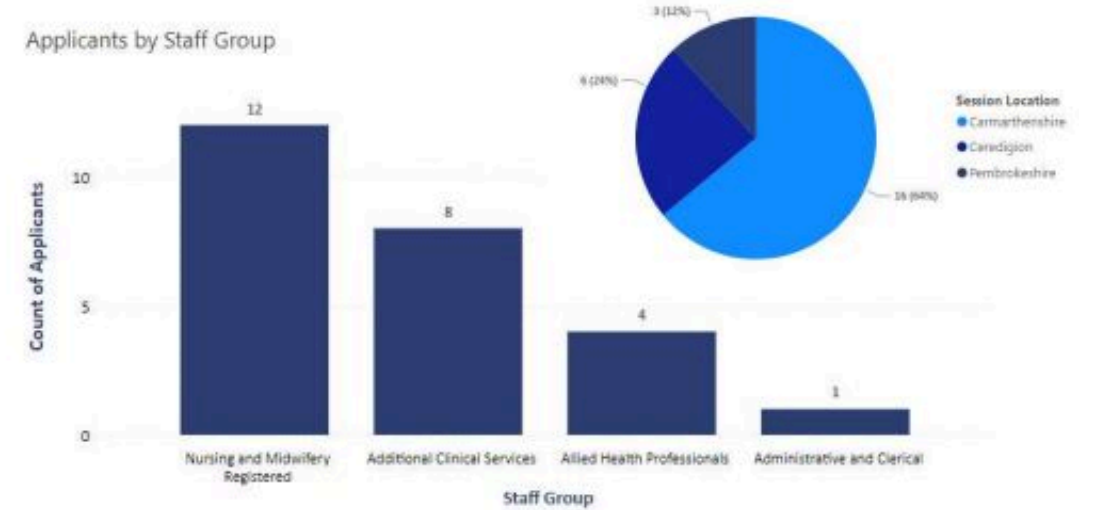
Quarter 1 2023/24

Applicants by Staff Group

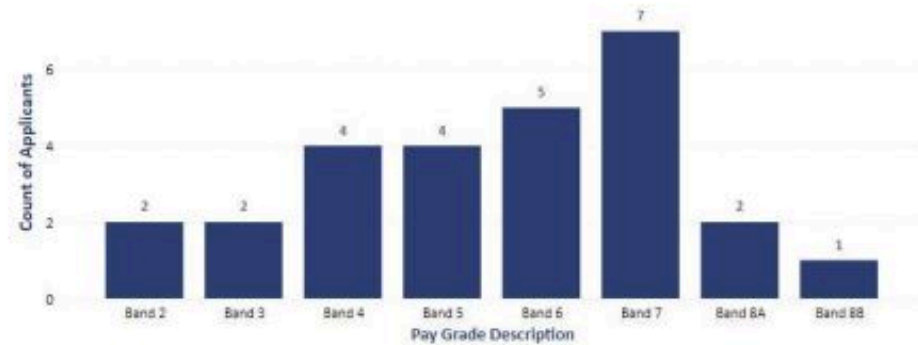


Quarter 1 2024/25

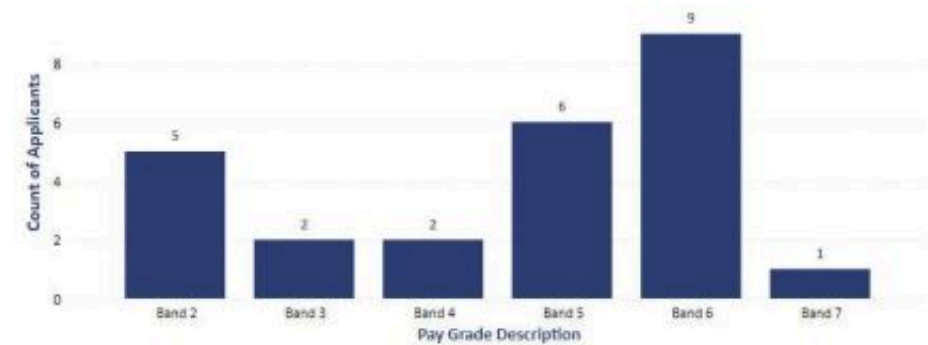
Applicants by Staff Group



Applicants by Pay Grade



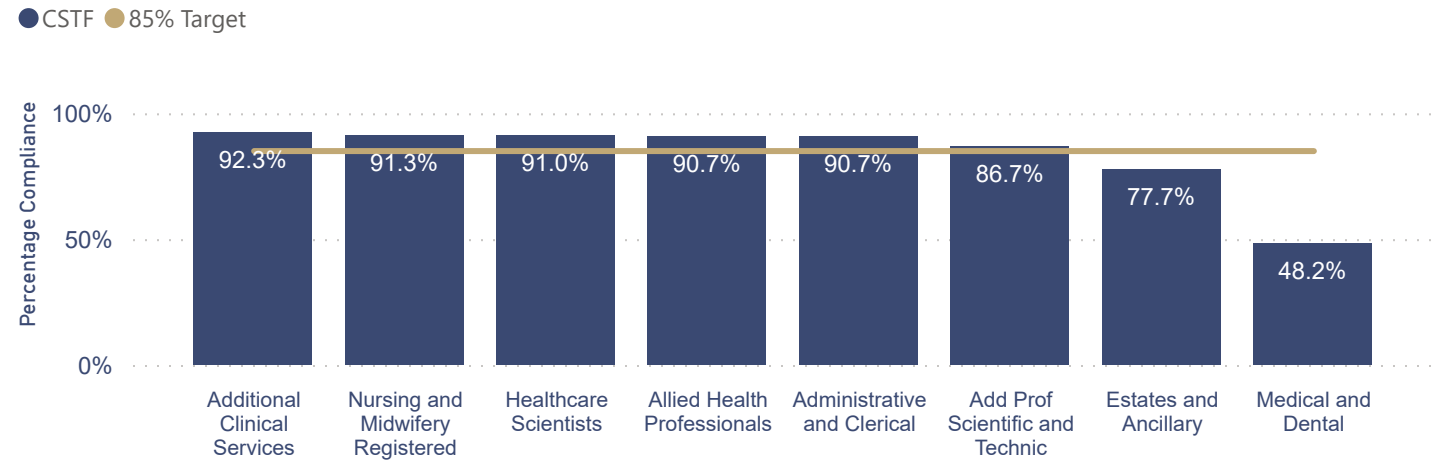
Applicants by Pay Grade



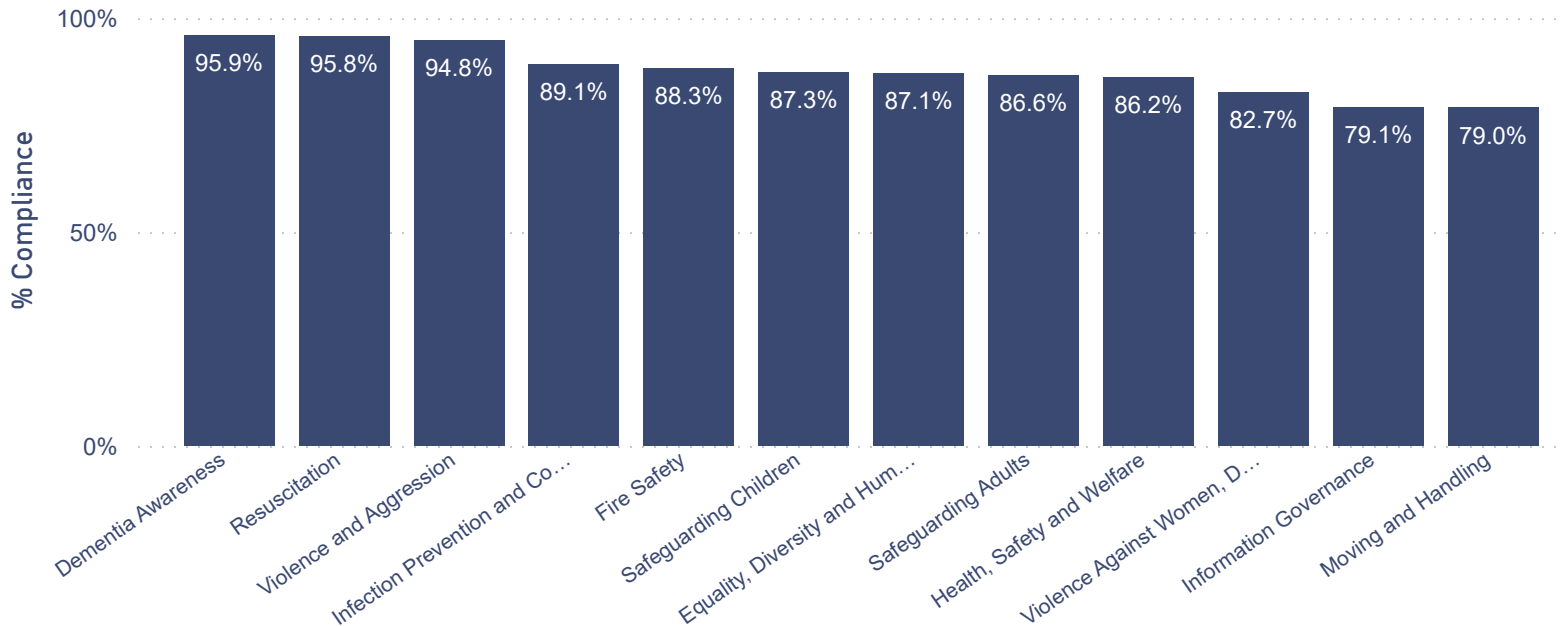
Core Skill Training Framework as at June 2024

Compliance Name	Apr-24	May-24	Jun-24
Dementia Awareness	94.6%	94.6%	95.9%
Equality, Diversity and Human Rights	87.5%	87.3%	87.1%
Fire Safety	87.2%	87.8%	88.3%
Health, Safety and Welfare	85.9%	86.0%	86.2%
Infection Prevention and Control	88.5%	88.8%	89.1%
Information Governance	78.7%	78.9%	79.1%
Moving and Handling	79.4%	79.5%	79.0%
Resuscitation	94.4%	94.5%	95.8%
Safeguarding Adults	86.6%	86.3%	86.6%
Safeguarding Children	86.8%	86.6%	87.3%
Violence Against Women, Domestic Abuse and Sexual Violence	81.9%	81.6%	82.7%
Violence and Aggression	93.4%	93.4%	94.8%
Total	87.1%	87.1%	87.7%

CSTF compliance by Staff Group compared to 85% Target



CSTF compliance by competency name



Directorate with < 85% Compliance	Headcount	Compliance
ASST DIR OPS QUALITY & NURSING	23	74.8%
FACILITIES	1,055	76.9%
PLANNED CARE	1,391	78.9%
UNSCHEDULED CARE GLANGWILI	922	79.1%
WOMEN & CHILDREN	1,035	79.1%
CARMARTHENSHIRE COUNTY	459	79.5%
UNSCHEDULED CARE BRONGLAIS	409	80.1%
UNSCHEDULED CARE WITHYBUSH	700	81.4%
UNSCHEDULED CARE PRINCE PHILIP	593	82.2%
STRATEGIC PLANNING	34	83.3%
MEDICINES MANAGEMENT	259	84.2%

Core Skills Training benchmarking as at April 2024

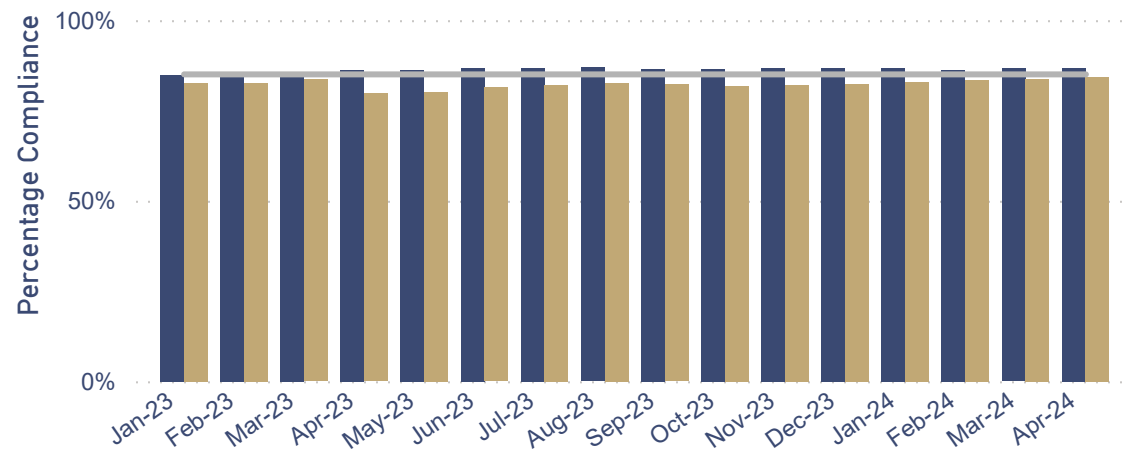
Please note that NHS Wales Benchmarking figures are currently only up to April 2024 as such the Hywel Dda figures on this page are also as at April 2024.

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)

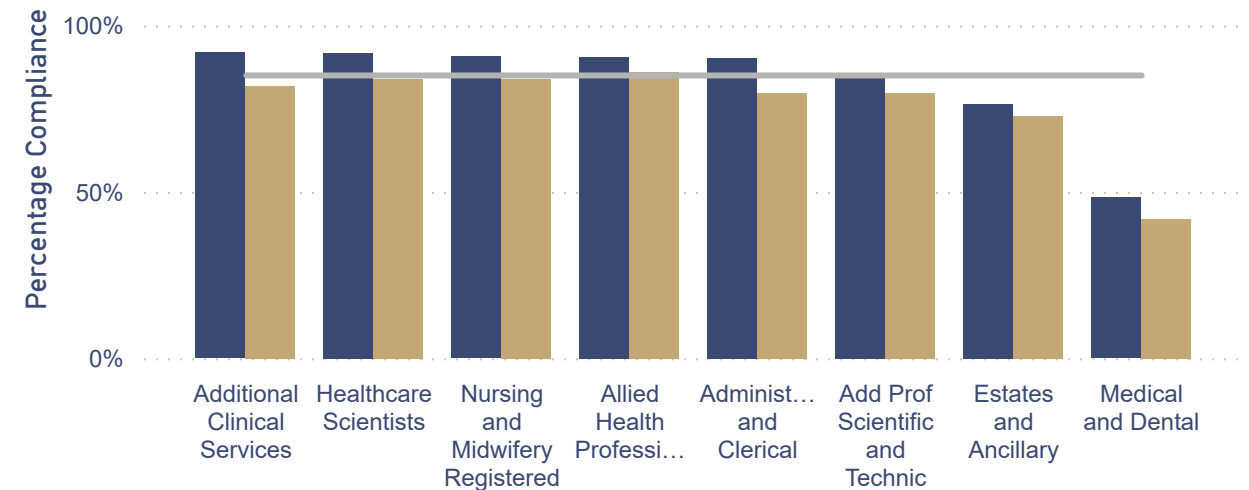
CSTF compliance month on month compared to NHS Wales and 85% Target

● Hywel Dda ● NHS Wales — 85% Target



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

● Hywel Dda ● NHS Wales — 85% Target

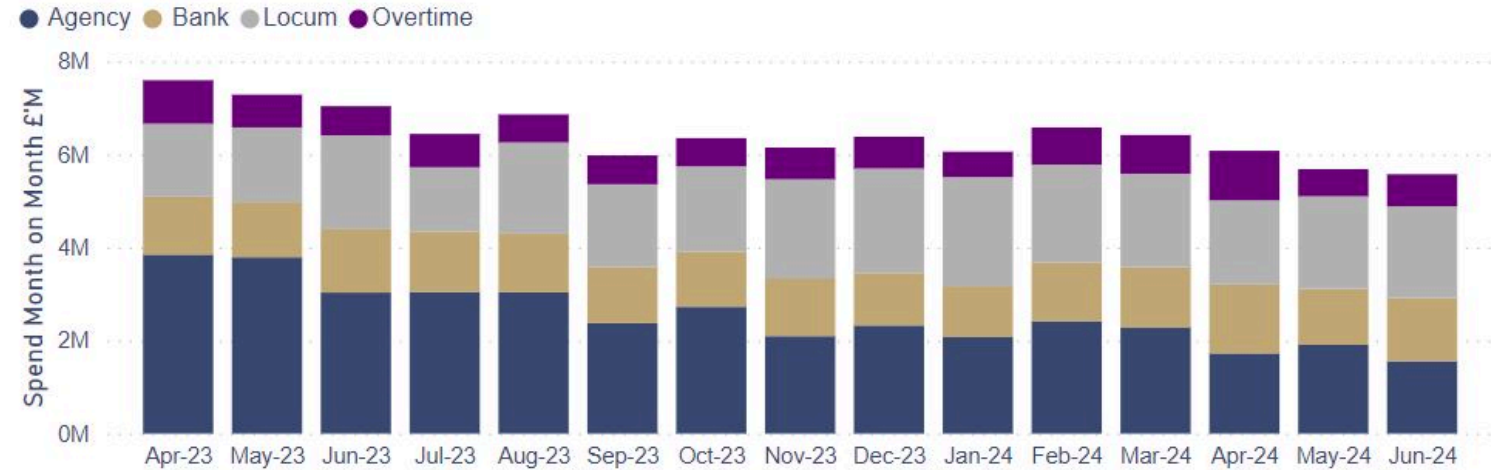


Temporary Workforce Usage & Spend Month on Month

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

Month Name	2022/2023	2023/2024	2024/2025
April	6.46%	7.82%	3.40%
May	6.12%	7.62%	3.78%
June	6.94%	5.09%	3.08%
July	5.62%	5.62%	
August	6.46%	6.05%	
September	6.52%	4.81%	
October	6.94%	5.25%	
November	9.27%	4.19%	
December	6.23%	4.64%	
January	7.83%	4.04%	
February	6.89%	4.71%	
March	5.17%	3.05%	

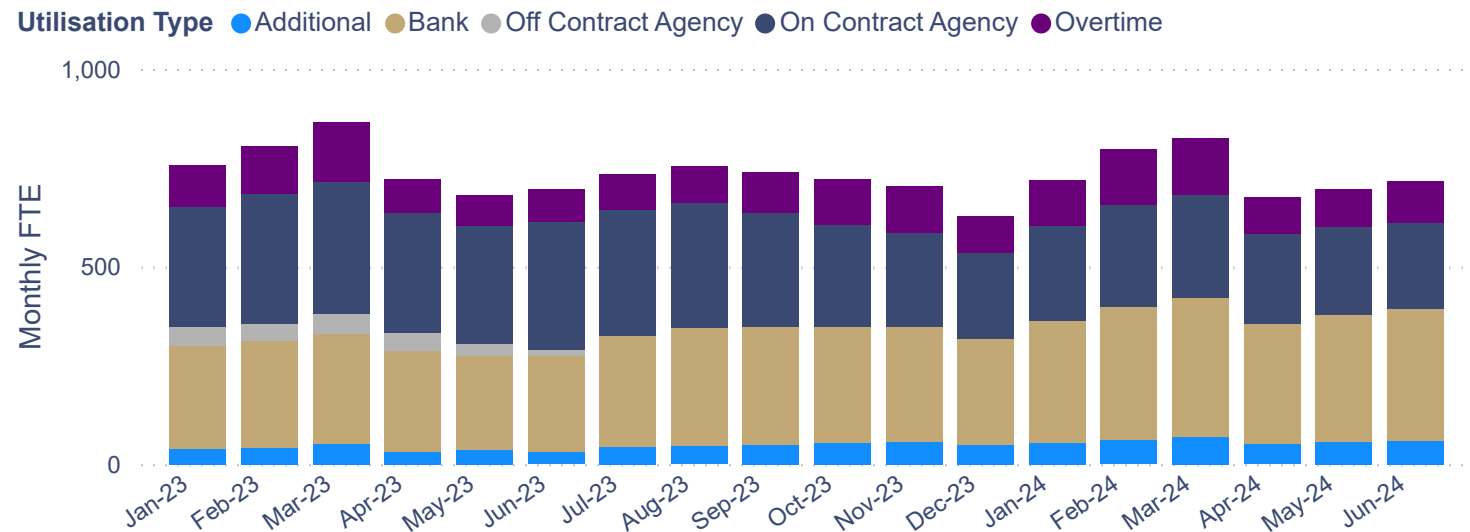
Variable Pay Month on Month

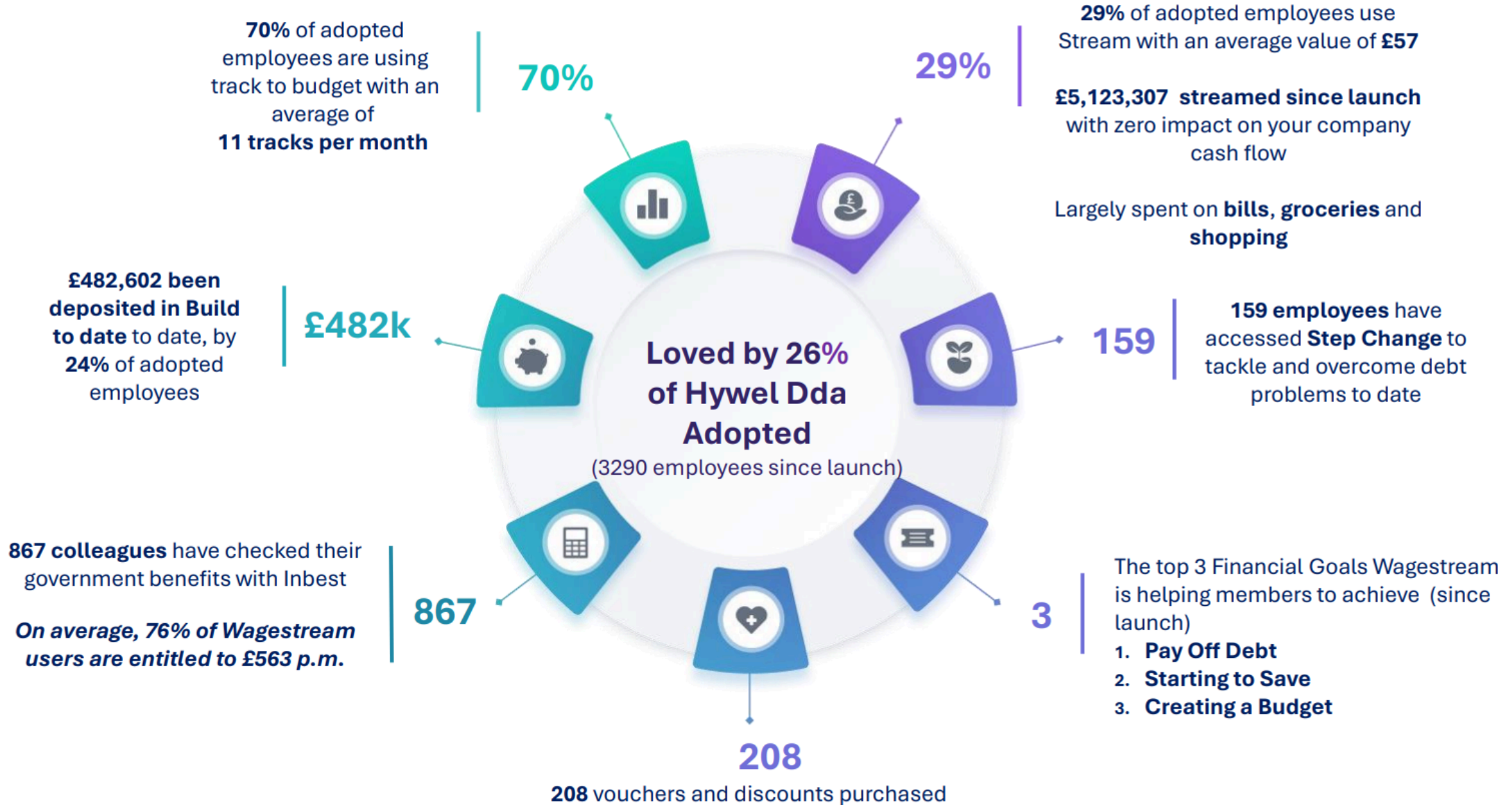


In Month Nurse Agency Utilisation by Site

Level 4 Desc	30 April 2024	31 May 2024	30 June 2024
UNSCHEDULED CARE GLANGWILI	62.97	57.00	52.18
UNSCHEDULED CARE BRONGLAIS	52.75	58.89	59.97
UNSCHEDULED CARE WITHYBUSH	46.22	43.71	46.47
UNSCHEDULED CARE PRINCE PHILIP	25.43	23.23	24.28
PLANNED CARE	15.01	15.36	17.28
MENTAL HEALTH & LEARNING DISABILITIES	11.06	11.81	5.27
PEMBROKESHIRE COUNTY	6.01	4.73	5.16
WOMEN & CHILDREN	5.28	5.14	5.00
CARMARTHENSHIRE COUNTY	2.31	2.62	2.01
CEREDIGION COUNTY	0.07		
OPERATIONS DIR MANAGEMENT	0.01	0.02	0.01
Total	227.12	222.51	217.63

Temporary Workforce Utilisation - Allocate Areas





Wagestream - Feedback from Staff

3 Month Surveys

22% Sleep Better

3 Month Surveys

80% Less Stress

Adoption Rate

3,353 (26.1%)



Open Pots

812 (24.2%)

3 Month Surveys

82% More Control

3 Month Surveys

93% Feel More Positive Towards Employer