

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

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| DYDDIAD Y CYFARFOD- DATE OF MEETING- | 29 October 2024 |
| TEITL YR ADRODDIAD- TITLE OF REPORT- | Targeted Intervention Update |
| CYFARWYDDWR ARWEINIOL- LEAD DIRECTOR- | Lisa Gostling, Director of Workforce & OD/Interim Deputy Chief Executive |
| SWYDDOG ADRODD- REPORTING OFFICER- | Lisa Gostling, Director of Workforce & OD/Interim Deputy Chief Executive |

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 (OD), 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, the 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

The People, Organisational Development, and Culture Committee (PODCC) is responsible for overseeing the strategic initiatives and programmes that are directly tied to improving workforce sustainability, leadership development, and organisational culture.

A set of de-escalation criteria for the above domains were developed which will be assessed by Welsh Government via the Targeted Intervention process. These were included in the Terms of Reference and are: -

1. A full and substantive Executive Director Team, with a clear organisational structure 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. (42)
2. 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. (43)
3. Positive staff engagement in NHS Wales surveys. (44)
4. Plans are in place to develop a sustainable workforce resulting 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. (45)
5. *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. (46- Aligned to SDODC)*
6. Clinical change is led and driven forward by clinical leaders at all levels of the organisation. (47)
7. *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. (48 – aligned to QSEC)*
8. Effective use of data to help demonstrate improvements in leadership. (49)

Asesiad / Assessment

Moving forward all papers submitted to People, OD and Culture Committee will clearly identify which of the de-escalation above they contribute demonstrating progress against the required standard. Progress against four of the six criteria assigned to the PODCC are outlined below, and in our next update to the Committee we will include actions on the other criteria: -

1. Full and substantive Executive Director Team (Alert Status - Criterion 42)

Following a competitive recruitment process which concluded on 18 October 2024, the Chief Executive Officer has now been appointed, Prof Philip Kloer will commence as substantive Chief Executive following Remuneration and Terms of Service Committee ratification on 22 October 2024.

Plans will now be developed for the substantive appointments of the Medical Director and Director of Nursing, Quality and Patient Experience. Arrangements will also be made with the Executive Team to formally recognise the additional responsibilities associated with the Deputy Chief Executive role.

2. 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. (43)

Leadership capability remains a critical focus area for the Health Board, particularly as it continues to build management maturity across all levels. To add to the programmes which commenced during Phase 2. In Phase 3 of our Leadership Development Programme which covers Summer 2024 to Spring 2026 the Health Board is ensuring a more systematic approach to Talent Management and establishing the expectations of the leadership bar for band 8c and above. A new agreement is in place that from August 2024 all appointments to these posts will include a suite of psychometrics, group exercises as well as an interview. In addition to these further areas, under consideration includes a System Leadership Group Programme, Leading Performance Delivery Programme, a GP Leader Empowerment for Change Programme, Change skills Programme and a Delivering our Business Programme.

3. Positive staff engagement in NHS Wales surveys. (44)

A staff engagement plan has been agreed with Trade Union Colleagues to support the All-Wales Staff survey which sees over 13 drop in sessions taking place throughout October and November. The previous staff survey response rate was 12% as of 21 October, 9.1% of our staff have completed the survey. The survey went live on 1 October 2024 and ends on 29 November 2024.

4. 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. (45)

Nurse Stabilisation Programme

The Nurse Stabilisation Programme has been a central element of the Health Board's strategy to reduce agency reliance and is a planning objective for 2024/25. 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. From 1 November 2024 a further reducing in nurse agency is expected following the latest recruitment of Newly Qualified Nurses, this will result in no planned registered nurse agency bookings being in place in all areas with the potential exception of Bronglais which will be in the same position by the end of March 2025 following placement of the final cohort of Internationally educated nurses. There is a paper on the agenda for this committee (**Agenda Item 2.3**) which provides further clarity.

Medical Job Planning and Rota Management

Medical Job planning is now included in the Escalation meetings with services and included in the papers for this Committee the workforce Performance Assurance and Workforce Metrics (**Agenda Item 5.1**) job planning performance is included which shows 92% of medical staff have a current job plan, 77% of which have been reviewed in the last 12 months.

The programme includes the roll out of a Medical Rostering System. Roster staff have been appointed and are now in post and the system is being developed in readiness for roll out to pilot areas. Included in the package is a bank module which will be rolled out across the Health Board ahead of the rostering modules. An internal rate card is currently being negotiated with the Local Negotiating Committee (LNC).

The People, Organisational Development, and Culture Committee (PODCC) continues to play a pivotal role in overseeing key initiatives aimed at improving workforce sustainability, leadership capability, and organisational culture.

Argymhelliad / Recommendation

The PODCC committee is asked to:

- **TAKE ASSURANCE** that actions are in place to give Welsh Government confidence that progress is being made against the de-escalation criteria assigned to the Committee.

| Amcanion- (rhaid cwblhau) Objectives- (must be completed) | |
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| Committee ToR Reference- Cyfeirnod Cylch Gorchwyl y Pwyllgor- | |
| 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 Choose an item. Choose an item. Choose an item. |
| Galluogwyr Ansawdd- Enablers of Quality- Quality and Engagement Act (sharepoint.com) | 1. Leadership 6. All Apply Choose an item. Choose an item. |
| Amcanion Strategol y BIP- UHB Strategic Objectives- | All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item. |
| Amcanion Cynllunio Planning Objectives | 1 Workforce Stabilisation 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 | 8. Transform our communities through collaboration with people, communities and partners Choose an item. Choose an item. Choose an item. |

**Gwybodaeth Ychwanegol-
Further Information-**

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| Ar sail tystiolaeth- Evidence Base- | Contained in the Paper and Appendix 1 |
| Rhestr Termau- Glossary of Terms- | Contained in the paper and Appendix 1 |
| Partïon / 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) | |
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| Ariannol / Gwerth am Arian- Financial / Service- | Any issues are identified in the report |
| Ansawdd / 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