



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 October 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling (Executive Director of Workforce & OD / Interim Deputy CEO)
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

A revised set of ten Planning Objectives (POs) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2024/25. The POs set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

For 2024/25, one Planning Objective has been aligned to the People, Organisational Development and Culture Committee (PODCC), namely PO1 Workforce Stabilisation.

As in previous years it is the expectation that PODCC will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

The Planning Objectives are the bedrock of our Annual Plan for 2024/25, and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objective (workforce stabilisation) aligned to the PODCC.

The PO is made up of a number of different components, and the overarching narrative as described in the 2024/25 Annual Plan is: *"The Planning Objective is focused on workforce sustainability and aims to achieve this through the delivery of workforce planning, recruitment, retention, and development, and effectiveness initiatives"*.

The description and specific measurable actions of the PO as detailed in the 2024/25 Annual Plan was presented to the Committee in June 2024.

Asesiad / Assessment

The overarching status of the PO is on-track as it was for the previous reporting period – although one element of the four, namely Development of a Workforce Plan is off-track. Whilst this is being reported as off-track and had initially been scheduled for presentation to PODCC in June 2024, assurance can be provided that work has continued to refine and align the Workforce Plan. A draft is in place and ongoing revisions are being made in light of Targeted Intervention escalation discussions and the Workforce Plan will be presented as part of the Planning Cycle process for 2025/26.

Highlight reports for the individual components of the PO can be found in annex 1 demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months.

Argymhelliad / Recommendation

The Committee is asked to:

- **RECEIVE ASSURANCE** on the current position in regard to the progress of the Planning Objective (PO1 Workforce Stabilisation) aligned to the People, Organisational Development, and Culture Committee, in order to assure the Board that the Planning Objective is progressing and is on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its key deliverables.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.4 To receive an assurance on delivery against all relevant Planning Objectives
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)	7. All apply Choose an item. Choose an item. Choose an item.
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply Choose an item. Choose an item. Choose an item.
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 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
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	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Report presented to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Public Board - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)

Effaith: (rhaid cwblhau)
Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations 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:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Planning Objective: Development of a Workforce Plan

Executive Lead: Lisa Gostling, Executive Director of Workforce and Organisational Development / Interim Chief Executive Officer

Reporting Period: Quarter 2 2024/25 (up to date of writing the report – 19th September 2024)

Overall status: Off Track

Rationale:

Whilst this is being reported as off-track and had initially been scheduled for presentation to PODCC in June 2024, assurance can be provided that work has continued to refine and align the Workforce Plan. A draft is in place and ongoing revisions are being made in light of TI escalation discussions and the Workforce Plan will be presented as part of the IMTP process for 2025/26.

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

Draft Workforce Plan in place. All operational workforce plans are being quality assured and actions are being collated.

Activities completed in previous reporting period

- Ongoing alignment to Variable Pay work
- Quality assurance process designed for Operational Workforce Plans
- Implementation of the quality assurance process for Workforce Plans
- Consolidation of actions within the Operational Workforce Plans to overarching Workforce Plans by WOD Pillar to form basis of Workforce Plan for Workforce (Demand side assessment) and by Professional Group/Service
- Review cycle for workforce themed risks and review of corporate workforce risks by professional groups
- Developed documentation and outline plan for IMTP for 2025/2026 forwards for workforce plan
- Development of SharePoint Site for Workforce Planning
- Professional Group Analysis for Professional Workforce Plans

Activities planned for next milestone and reporting period

- SharePoint site for Communications/Resources on Annual Planning Cycle & Workforce Planning Launched
- Professional Workforce Plans developed
- Baseline and Analysis of "Distance Travelled" 6-month review by professions relating to recruitment, Retention and Workforce Development.
- Prioritisation Framework developed
- Linking with Public Health on Population Health Based Workforce Planning
- Continue to work with corporate teams on opportunities for alignment/joint work: VBHC, Data Science etc
- Test the process "Culture", "Plan" and "Intervene" as a model for WOD alignment of ODRM, WFP and Operational Workforce colleagues

Matters for information:

Risks to delivery:

Work is now ongoing to prepare for the annual planning cycle for 2025/26. Service and Team capacity to engage is a risk and therefore the Workforce Planning Team are seeking to "lead" the discussions with insight and engagement.

Any other comments: We are aware that we need to operate 12 months in advance of the recruitment, retention, education and efficiency plans developed in year to be framing the future needs and an implementation plan to address. We hope to make the shift this year.



Submitted By:

Date Submitted:



Planning Objective: Delivery of a targeted Recruitment Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 2 2024/25 (up to date of writing the report – 19th September 2024)

Overall status: On track
Rationale for overall status: Work is ongoing and progressing

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

- Health Care Apprentices on-boarded: WGH: 10 (Started 02/09); PPH: 10 (Started 09/09); GGH: 11 (Started 16/09); BGH: 9 (Started on 23/09)
- International Nurses recruited and welcomed to Hywel Dda: 40
- Recruitment campaign to convert RN Agency workers onto Bank contracts continues: 14 offers
- Recruitment campaign to covert Bank RNs onto substantive contracts continues: 2 offers
- Planning / actions underway to support AW International Medical Recruitment (Locum Consultant Pilot) activities in November 2024
- Newly Qualified Nurse Student Streamlining Process for Sept due to deliver: 81 new Adult Nurses, 16 MHLNurses, 6 Paediatric Nurses. Total: 103
- Weekly Hard to Fill and Variable Pay meetings to support efficiency agenda with various pragmatic approaches being adopted to support efficient yet safe recruitment.
- Development of Senior Management Recruitment Process with OD colleagues to support improved more robust recruitment and selection pathway and outcomes at Band 8C +
- All Directorates had been asked to make a 50% reduction in their agency usage by the end of Q2. This has been achieved within the Admin and Clerical, and Estates and Facilities staff groups. Plans are in place for this to be achieved across all other areas within Q3.

Activities completed in previous reporting period

- 259 International Nurses arrived in Hywel Dda since programme began
- Total number of Agency nurses converted to Bank or substantive since January 2024: 33 (4 substantive/29 Bank)

Activities planned for next milestone and reporting period

- All Wales International Medical Recruitment – Locum Consultant Pilot
- Campaign to convert Bank RN to Fixed Term RNs
- Final cohort of IENs due to arrive in November 2024. A total of 296 IENs will have been welcomed to Hywel Dda since the programme began
- SSP volume of WTE vacancies for March: 21.6 Adult, 23 MHLNurses, 2 Paediatric. Total: 46.6WTE

Matters for information:

Risks to delivery:

Any other comments:

Planning Objective: Delivery of a Retention Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 2 2024/25 (up to date of writing the report – 13th September 2024)

Overall status: On-Track **Rationale for overall status:** Work is ongoing and progressing

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

- Nurse Retention Group work programme continues to progress well (in line with the All-Wales Nurse Retention Plan). Current FTE turnover rates (12m) Nursing and Midwifery are no change at 5.51% in August 2023 and August 2024.
- In consultation with the Medical Director and his leadership team, Medical Retention Group membership has been widened to ensure representation from Primary Care, GPs and MHL. Medical Retention Action Plan mirrors headings and elements of the HB’s Nurse Retention Plan. Current FTE turnover rates (12m) for Medical and Dental are a reduction from 12.71% in August 2023 to 11.10% in August 2024.
- Exploration work and research continues to be reviewed to inform our AHP retention action plan, with the aim of establishing our AHP Retention Group in Q3.
- All Wales Retention Community of Practice (CoP) is now well established and working towards actions.
- Respect and Resolution cases have reduced by 14% based on a comparison of open and closed cases for period 01/01/23 and 31/12/23, and 01/01/24 and 30/09/24.

Activities completed in previous reporting period

- Fully worked up action plan for Health & Wellbeing completed and implementation underway.
- Initial training sessions for the Hywel Dda Manager Programme delivered and good feedback received.
- Worked in partnership with TU colleagues on improvements in relation to retire and return and flexible working.
- Shared All Wales Staff Survey results for nursing with Nurse Retention Group.
- Nurse Retention Group: e.g. progressed the ‘Day in the Life’ stories, where staff experiences are collected to understand their unique individual experiences and highlight areas of good practice; contributed to the All-Wales IEN app which will be used to support onboarding once released.
- Medical Retention Group: e.g. focused on career progression and development, including the portfolio pathway (CESR) and education surrounding this.

Activities planned for next milestone and reporting period.

- Share All Wales Staff Survey results for medical with Medical Retention Group.
- Capture staff stories of best practice and ‘centres of excellence’ across the HB to increase energy and motivation around how we scale and spread some transformational changes.
- Establish AHP Retention Group following the exploration phase.
- HB Retention Lead presenting at the National Imagine Conference in November 2024 to share our cultural progression work and plans in relation to AHP retention.
- In July/August 2024, three members of WOD staff attended the HEIW, Compassionate Leadership Train the Trainer two-day course, with the aim of embedding and delivering the principles of compassionate leadership into OD interventions and leadership and wellbeing training; work will progress in Q3.

Matters for information:
 Through discussion with employees and some managers we have become aware that not all flexible working requests are being logged via ESR and / or the associated paperwork is not being sent to Operational Workforce. Further communication is planned for Q3 to encourage staff and line managers to utilise the recording mechanisms outlined within the policy, which will in turn, allow for improved monitoring and reporting. Where we become aware of non-reporting, we are encouraging staff to send us a copy of the paperwork retrospectively so that we can enter in ESR and provide support.

Risks to delivery:
 Information Governance concerns are currently being worked through, but these have delayed the intended 'go live' date of the Employee Relations Monitoring system. Implementation of this system will allow for improved monitoring and reporting around employee relations matters.

Planning Objective: Delivery of a Workforce Education and Development Plan

Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development

Reporting Period: Quarter 2 2024/25 (up to date of writing the report – 13th September 2024)

Overall status: On Track

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances): (Data and statistics not available yet due to infancy of this new work)

1. Increase the number of staff in leadership roles who have participated in a leadership development programme – Management and Leadership training now available for Bands 3 upwards – **Completed**
2. Reduction in grievances linked to communication in areas linked to participation in development programmes. **Actions completed – Time needed to embed and track data and impact**
3. Increase the number of inter-professional Education opportunities across medical, clinical and wider workforce. **On Track for Q4**
4. Increase the number of staff participating in development opportunities from previously underrepresented groups. **On Track for Q4**
5. Embed simulation within clinical education programmes, positively impacting patient safety and experience. **On Track for Q4**

Activities completed in previous reporting period:

1. Roll out and continuation of Cohort 1 & 2 of the Hywel Dda Management Programme.
2. Sessions have been added including effective communication, inclusive recruitment, developing yourself and others, unconscious bias. This also includes toolkits, guides, videos and webinars to support reduction in grievances and '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.
3. Workstreams are progressing to deliver IPE as part of the Induction and Support Worker Development Programme, newly registered workforce and preceptorship, through Interprofessional Mapping of Competencies.
4. Continuation of collaborative HEFCW Project with Swansea University to embed the 7 IPE modules with the use of VR technology including significant improvement made in data collection and recording systems to allow monitoring, and evaluation on the uptake of training learning opportunities. By digitalising these systems, it has enabled access to equality data through ESR, providing a provide more detailed analysis to be undertaken. In addition, training opportunities are being promoted through underrepresented groups, to widen awareness and how to access.
5. Simulation scenarios trialed in the use of NEWS and SBAR to recognise patient deterioration and escalate.

Activities planned for next milestone and reporting period

- Create a platform to capture IPE data in relation to MDT learning opportunities
- Create a plan to review of all Clinical Education programmes to identify scope for IPE and Simulation integration.
- Finalise arrangements for working in collaboration with Swansea University using System Learning - using HB intelligence to identify issues impacting service or patient care and creating interprofessional learning opportunities to resolve issues.
- 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

Matters for information:

- The risk identified in Q1 relating to the lack of accommodation for training in Ceredigion, is close to a solution with lease signed on a training venue in Thomas Parry Centre, Aberystwyth.
- Greater digitalisation of education and training data highlights that local training and development opportunities are not always captured as local systems prevent identification of any training not authorised. This is being rectified through new systems and management awareness however, all services should be encouraged to ensure all training is entered centrally.

Risks to delivery:

- Release of staff to attend any training due to HB current financial situation.