



**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 February 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Workforce & Organisational Development (OD) Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & OD
SWYDDOG ADRODD: REPORTING OFFICER:	Lisa Gostling, Director of Workforce & OD

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The Workforce & OD teams continue to provide a response to the COVID-19 pandemic in addition to providing business as usual. This report provides an update from each team with regard to actions which support the performance of the organisation.

Cefndir / Background

The contributions to performance delivery are captured under the four organisational pillars of the function, namely:

1. Workforce Performance and Well-being.
2. Resourcing and Utilisation.
3. Organisational Development.
4. Workforce Development and Education.

Asesiad / Assessment

1. Recruitment

COVID-19 Recruitment

The activity below indicates all COVID-19 recruitment since September 2020. It covers the following cohorts:

- Health Care Support Workers, Porters, Domestic & Community Testing Units (mainly bank).
- Health Care Support Workers, Immunisers, Vaccination Administrators.
- Health Care Support Workers (part time and full time).
- Domestic.
- Family Liaison Officers.

Total Offers Made @ 8/2/21	1147
Total Withdrawn/Rejected	197
Total Number of offers proceeding	950
Total Pre-employment Checks (PECs) progressing with NWSSP	237
Total PECs complete other than Occupational Health (OH)	62
Total Number at Conditional Offer Stage	299
Candidates currently liaising with the Learning & Development (L&D) Service for training delivery	370
Total currently booked on training - not yet cleared to start	370
Recruitment complete and ready to start (HCSW Bank shadow shifts being planned, Fixed Term handed over to service)	580
	580
Breakdown	
HCSWs	287
Domestics	114
Porters	86
CTU B3 HCSW	13
Immuniser	38
Vaccination Administrator	42
Family Liaison Officers	0
Total Passed to Bank for Shadow Shifts (HCSW) or passed to Service	580

Business as Usual Recruitment - Registered Nurse (RN) Recruitment Position & Strategy

Registered Nurse Budgeted Establishment versus Staff

Date	Budgeted Establishment	Staff in Post	Deficit
As at 1 st January 2021	3,167 WTE	2,759 WTE	408 WTE
As at 1 st January 2020	3,102 WTE	2,671 WTE	431 WTE

RN Staff in post (Substantive, Fixed Term and Bank)

Number	1 st January 2020	1 st January 2021	Increase
Headcount	3,274	3,475	201
WTE	2,678	2,759	81

- Bank RN increased from 255 to 326. An increase of 71.
- Average RN Time to Hire: 69 days (just exceeding key performance indicator (KPI)).

Deficit

There is a deficit of 408 WTE when comparing staff in post to the budgeted establishment. 269.88 WTE vacancies are currently live in the TRAC system.

The deficit is being mitigated by the use of a temporary workforce:

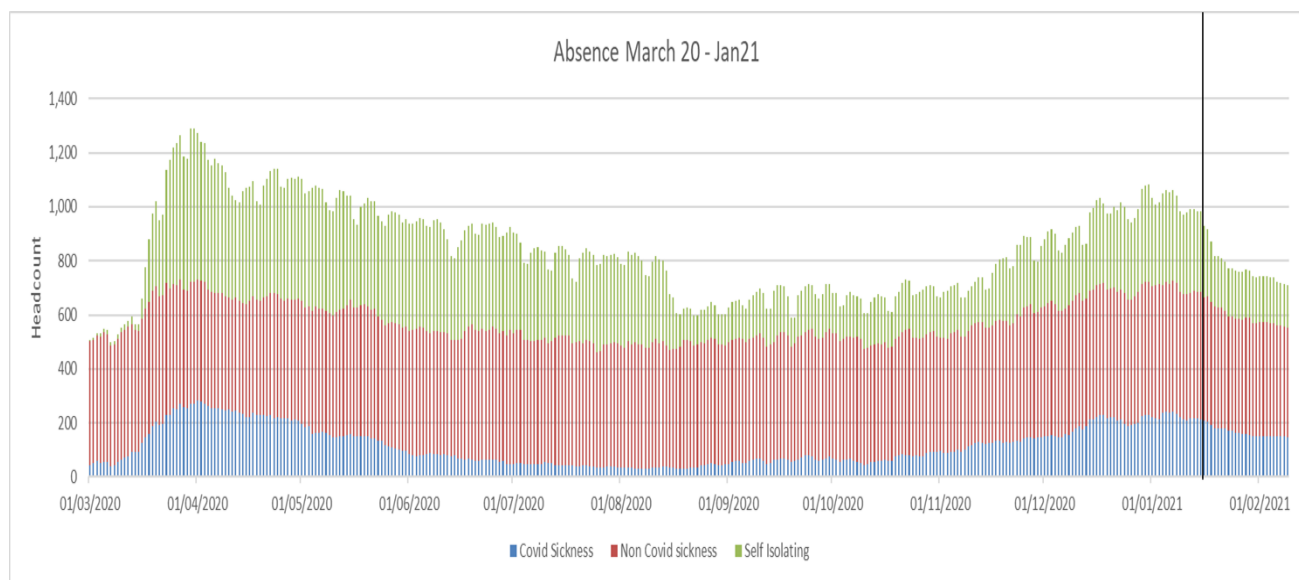
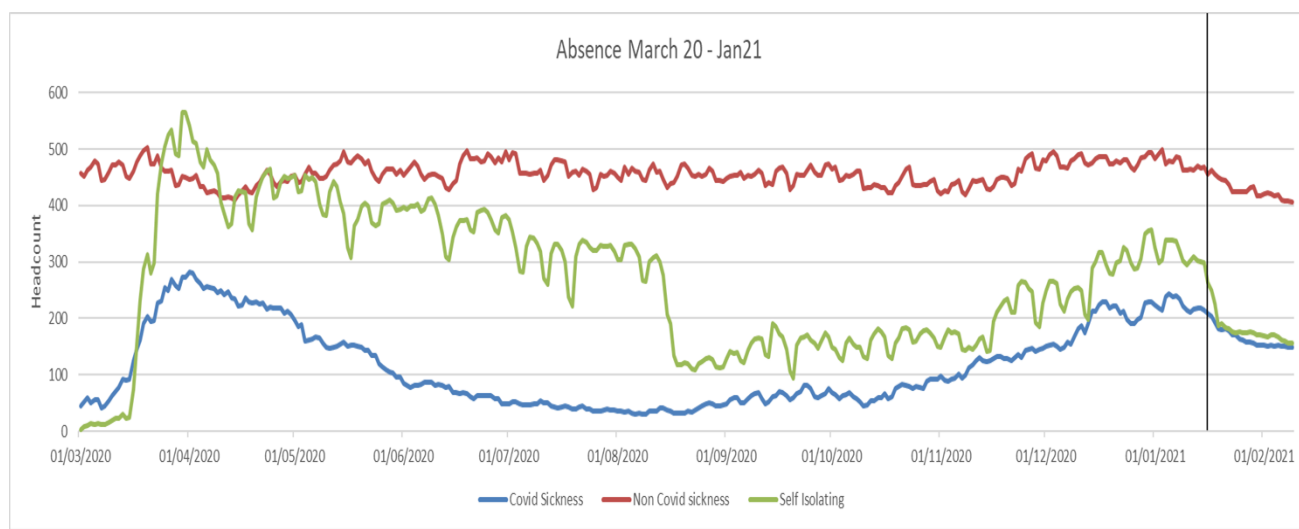
- Part time staff working additional hours.
- Full time staff working overtime.
- Contract agency.
- Off-contract agency (Thornbury).

Temporary workforce usage was equivalent to 374 WTE during week commencing 14/12/20 resulting in an estimated residual deficit in the system to be circa 34. Compared to the same period last year, the temporary workforce usage was 351 WTE.

Actions during 2021:

1. Ensure all the current approaches continue where these are deemed to be appropriate and successful.
2. Launch "Learning for Care (L4C) Nursing and Midwifery strategy 2020-2023" which has several elements to support the retention and attraction of RNs including empowering staff, developing a career framework, developing leadership potential etc.
3. Ensure all vacancies in the budgeted establishment are on TRAC.
4. Recruitment Team to work with the Senior Nurse Management Team to explore any further ideas for attraction, recruitment and retention initiatives.
5. Consider centralised recruitment/talent management models for RN recruitment so we do not turn away any external candidates at shortlisting or post interview stage.
6. Proactive work with the Bank to encourage applications for substantive posts.
7. Proactive work with Agency to encourage applications for substantive posts.
8. Review the submissions to Welsh Government from other Health Boards to assess if there are any other initiatives we can adopt.
9. On-board circa 40 non qualified nurses (NQN) in March 2021.
10. 2021 Apprenticeship roles to be recruited.
11. Attend RCNi London Event in January.
12. Review attrition including volume of appointments made internally. 81% - not generating new resource, however significant effort in recruitment transactions.
13. Undertook an overseas RN campaign in 2016. It was lengthy, costly and deemed unsuccessful due to International English Language Testing System (IELT) issues. Possibly some learning from more recent overseas campaigns by other Health Boards across Wales – particularly around IELTs, Service Level Agreements (SLAs), accommodation and pastoral care.
14. Aberystwyth University is considering delivering Pre Registration Nurse Education from 2022 and the Open University are now delivering this.
15. Piloting a Care Home Education Facilitator with Health Education Improvement Wales (HEIW) to enable student nurses to undertake placements in care homes. This will assist HDdUHB in being able to source practice placements for the increasing number of pre-registration places we commission, and will also lead to a potentially more sustainable workforce across the footprint of HDdUHB which will help us with our transformation.

Absence



The line on the graphs above indicate the last date the interface between the rostering system and ESR was run, therefore any changes to absence rates after this date should not be relied upon

The above demonstrates that non-COVID-19 related absence has remained constant throughout the year.

In addition to the above, HDdUHB made the decision on 5th February 2021 that all staff issued with a shielding letter from Welsh Government in December 2020 would be asked to remain at home and where possible work would be allocated to individuals to enable them to work from home. There are currently 172 individuals who are deemed clinically extremely vulnerable (CEV) who are now not in the workplace. CEV staff are not included within these figures as the majority (133 at time of reporting) are working from home, with 39 individuals undertaking ongoing discussions around suitable work.

Education & Development

COVID-19 education activity

The Learning and Development Team has been supporting the vaccination programme and to date has supported the training for 359 people to become vaccinators, which includes 314 internal and 45 external staff. These individuals have now been signed off as competent and have been progressed to the Vaccination Team to include on rosters. In addition to this, they are supporting 206 people who are currently undertaking their training.

This is in addition to those new recruits who require skills to care and manual handling training.

With the second recruitment campaign for Family Liaison Officers (FLO) underway, evaluation of the initial FLO training indicated that the individuals involved were confused as they were given a lot of the same training as HCSWs. The new cohort will receive an updated training package, with less clinical knowledge, more specific to their role. This new training package will have a greater focus on their specific role, customer service and values.

Business As Usual

Apprenticeship Academy

In terms of the current Apprenticeship Academy, there are currently 37 Healthcare and 4 Patient Experience apprentices progressing through the programme. In terms of our substantive workforce accessing courses through apprenticeship funding, 253 are active in learning and 38 have achieved their qualification since January 2020. The numbers achieved has significantly reduced as a result of COVID-19, however individuals have been supported by the training providers/colleges and extensions given as appropriate. There are 141 employees waiting to start an apprenticeship programme from within clinical healthcare, administration and management.

This year sees the return of the healthcare apprenticeship programme and following its success, several services have contacted the Apprenticeship Team wishing to introduce apprentices into their Departments. This year the academy is therefore also offering apprenticeships in Corporate Governance, Digital Services, Patient Experience, Healthcare and Engineering, with many more under development.

Information events will be held on 23rd, 24th, and 25th February 2021 from 6.30 p.m. to 8.00 p.m. At the time of writing this report, 373 individuals had booked a place on one of the events, the 23rd February 2021 event is fully subscribed and of the 373, the interest is as follows:

- 309 healthcare
- 64 digital
- 41 corporate governance
- 80 patient experience
- 42 engineering
- 63 additional administrative roles (under development).

Please note the figures do not total 340 as individuals can express an interest in more than one apprenticeship programme.

As the Workforce Education and Development Department transition to mass on-boarding becoming the norm, there is now a greater focus on recovery and the need to implement new ways of working in terms of digital learning and compliance. Appointment of Education and Compliance roles will support the recovery of mandatory training and compliance of reportable

data and the new facilitation roles will support the delivery of learning and development opportunities as well as working with services to digitalise any existing training.

Occupation Specific Training

The occupational specific training delivered through our Agored Centre Status has been on hold due to COVID-19 pressures, however this will now be gradually reintroduced from 1st April 2021. HDdUHB currently has circa 90 employees registered on level 3 qualifications including Occupational Therapy Support, Physiotherapy Support, Perioperative Care and Podiatry Support. The launch of the Rehabilitation Support level 3 qualification has also been halted and an induction is now being planned for 57 HCSWs which include employees from community, Rehabilitation Support Workers, Acute Response Team and VIPAR.

In order to deliver all of the Agored training, there is a requirement to deliver introduction to assessment and verification to our registered workforce and this too will recommence virtually in April 2021, with over 40 staff on the waiting list.

With the appointment of Band 4 Therapy Assistant Practitioners, there was a critical need to source the Level 4 Therapies. As this is not yet being delivered in Wales, HDdUHB is working with University of Wales Trinity St David (UWTSD) to agree a partnership model of delivery, which will then be rolled out across Wales. A task and finish group had been set up with key HDdUHB and UWTSD staff, with a wider advisory group including other Health Boards to provide input when needed.

As the delivery of Clinical Induction training for COVID-19 recruitment is now booked and will be mainly completed by April 2021, a plan to recall COVID-19 HCSWs will commence virtually in April 2021. As these HCSWs have worked within HDdUHB for some time, the delivery content is being amended to account for prior knowledge and experience, whilst ensuring all components are covered through the training.

Due to social distancing compliance, training space continues to be an ongoing challenge, with reliance on Parc y Scarlets in Carmarthenshire and the Morlan Centre in Aberystwyth. Introduction of a combination of virtual delivery and face to face practical training will support the challenges, although will continue to require large classroom spaces for the delivery of clinical practical training.

The Clinical Induction Team is currently supporting PPH to develop level 1 enhanced recovery beds, where patients will be transferred from Theatre. Work is underway to review competencies and develop a training programme to prepare staff for working in this new environment. This training will be replicated across all three counties.

Organisational Development

Staff Psychological Wellbeing

A new group is being established (to be chaired by Miss Maria Battle, HDdUHB Chair) which will lead the design and delivery of a staff psychological and physical wellbeing work programme to support the rest, recovery and recuperation of staff as we move forwards from the height of the pandemic.

Further details from this programme and its implementation will be provided to future meetings.

In the meantime, the Staff Psychological Wellbeing Dashboards for December 2020 and January 2021 are enclosed as **Attachment 1**. The dashboards show a new series of virtual Wellbeing@work seminar series, which has been introduced since December 2020. The Head of Staff Psychological Wellbeing Services has also been conducting bespoke one to one sessions with each Head of Nursing to ensure that the service offered is tailored to local needs and responsive to service pressures.

HDdUHB's bid to the National NHS Charities Fund has been submitted and funds of £242k requested to support a range of staff health and wellbeing initiatives:

- A nature based eco-therapy programme for staff at risk of stress and burnout or those off sick with burnout.
- A Health and Wellbeing Champions Network Development Programme and activities fund.
- Bereavement support and training for staff.
- Provision of outdoor gymnasiums on each of the four acute hospital sites.
- A Lifelong Recovery and Restoration Education Fund.
- Arts and Health Wellbeing activities for staff.

A decision on the above submission is expected in early March 2021.

Employee Experience and Engagement

Work is underway to develop action plans to address the results from the Nursing and Midwifery Wellbeing Survey and the National Staff Survey. The results and the associated action plans will be provided at the next meeting of PPPAC. Some initial work is already underway in key areas such as:

- The Black Asian and Minority Ethnic (BAME) Advisory Group.
- The Mental Health and Learning Disabilities Directorate.
- Workforce and OD.
- The Senior Nurse Management Team.

A decision has been made on an All Wales basis to launch the second national Medical Engagement Scale Survey in April 2021.

Leadership Development Programme

STAR Programme

Cohort 1 was able to resume and the taught modules were completed in November 2020. Action learning and coaching sessions continued virtually and this cohort is completing its last action learning set in March 2021.

Cohort 2 commenced in October 2020 with 16 participants. The first 2 modules were completed virtually by the end of December 2021. This cohort is continuing with their coaching and action learning virtually and in late Spring 2021, the final two taught modules will be commenced.

The Cohort 3 process has commenced, with applications being distributed at the end of February 2021; the commencement date is to be confirmed, however is planned for around May 2021.

Senior Finance Development Programme

Although the workshop days have been paused, the programme is still running on a virtual basis. Coaching has continued, as have the action learning sets with great success. It is anticipated that the planned workshop days will commence in late spring.

Institute of Learning & Management (ILM) Level 5 Coaching

Cohort 1 (16 participants) commenced in October 2020 and has been delivered virtually via Microsoft Teams. One more session will be delivered virtually, with two further sessions planned to be face to face in late Spring 2021.

Cohort 2 – Recruitment for a second cohort will begin in April 2021.

Coaching Provision

The offer of coaching has increased to 168 leaders and we have provided 73 coaching sessions between April 2020 - 31st January 2021

Some feedback quotes:

'I have made huge progress in terms of overcoming barriers to my project...these sessions are hugely valuable'

'thanks, my coaching sessions are so beneficial, I really appreciate them' and 'very useful and illuminating, laid some of my anxieties to rest'

'I am finding them beneficial to me in terms of my role and all the challenges that it is presenting here....'

'thanks so much for arranging the session for me, I have found it so useful and has helped me to re-focus'

Board Reverse Mentoring Programme

The commencement of the programme has been deferred to April 2021, however recruitment of mentors for Board Members has proceeded. A breadth of staff groups will be involved from various professions, front line hotel services and including BAME members of staff.

Argymhelliad / Recommendation

PPPAC is requested to note the Workforce & OD activity update, which supports organisational performance.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y
Pwyllgor:

5.3 Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of HDdUHB's activities.

Cyfeirnod Cofrestr Risg Datix a Sgôr
Cyfredol:
Datix Risk Register Reference and
Score:

Not applicable

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	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:	Not applicable
Rhestr Termau: Glossary of Terms:	Contained within body of report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any impacts are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any impacts are identified in the report
Gweithlu: Workforce:	Any impacts are identified in the report
Risg: Risk:	Any impacts are identified in the report
Cyfreithiol: Legal:	Any impacts are identified in the report
Enw Da: Reputational:	Any impacts are identified in the report
Gyfrinachedd: Privacy:	Any issues are identified in the report
Cydraddoldeb: Equality:	Any impacts are identified in the report

Wellbeing Dash board - December 2020

Intranet

The main wellbeing page is still being accessed regularly, the total number of click thru's for the month were **351**, This increased the total number of click thru's from the inception of the page to **1299**. The Healthshield - Thrive Mental Well-being App Poster was the single resource that had the most downloads.

Psychological wellbeing referrals

Month	Total No. Referrals	No. on sick leave at time of referral	% on sick leave at time of referral	Increase /Decrease	Max Wait Time in Weeks
April 2020	32	10	31.25%		<1
May 2020	39	19	48.72%	↑	<1
June 2020	48	11	22.92%	↓	<1
July 2020	39	12	30.77%	↑	2
August 2020	42	14	33.33%	↑	5
September 2020	39	13	33.33%	↔	5
October 2020	27	11	40.74%	↑	4
November 2020	41	11	26.83%	↓	1.5
December 2020	33	13	39.38%	↑	<1

Wellbeing webinars

The Psychological Wellbeing Team have conducted the first in a series of wellbeing webinars, these are recorded and available for colleagues who could not attend the initial date. The topics covered so far –

18/12/20 – Wellbeing @ Work: An Introduction – attended by 22 colleagues

Employee Assistance Programme

Carefirst are now completing quarterly reports on usage. Data will be provide when available.

Coaching










Coaching for December dropped to a minimal uptake for sessions, with six completed, this was expected due to winter pressures, Covid and annual leave. It is forecast that take up will remain low for January and rise in February/March as colleagues seek coaching support for ongoing challenges.

Wellbeing Dash board - January 2021

Intranet

The main wellbeing page is still being accessed regularly, the total number of click thru's for the month were **391**. This increased the total number of click thru's from the inception of the page to **1690**. The staff wellbeing poster was the single resource that had the most downloads.

Psychological wellbeing referrals

Month	Total No. Referrals	No. on sick leave at time of referral	% on sick leave at time of referral	Increase /Decrease	Max Wait Time in Weeks
May 2020	39	19	48.72%		<1
June 2020	48	11	22.92%		<1
July 2020	39	12	30.77%		2
August 2020	42	14	33.33%		5
September 2020	39	13	33.33%		5
October 2020	27	11	40.74%		4
November 2020	41	11	26.83%		1.5
December 2020	33	13	39.38%		<1
January 2021	28	9	32.14%		<1

Wellbeing webinars

The Psychological Wellbeing Team have conducted the first in a series of wellbeing webinars, these are recorded and available for colleagues who could not attend the initial date. The topics covered so far –

8/01/21 – Wellbeing @work – an introduction – 69 attendees

15/01/21 – Wellbeing @ work – Team resilience – 23 attendees

22/01/21 – An introduction to mindfulness – 22 attendees

Employee Assistance Programme - Carefirst are now completing quarterly reports on usage. Data will be provide when available.

Coaching – Coaching uptake for January remained low as expected due to various challenges outlined last month. We forecast that the sessions will rise in February/March as pressures decrease and coaching support is encouraged for ongoing challenges.