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# Deep Dive Medical Workforce Initial Review

Sustainable Resources Committee, 27 August 2024

# Initial Assessment of Medical Workforce

- The Medical workforce information is not at the same level as the Nursing work, so we are developing a new process to establish the same level of information to be able to report in a similar manner over the next 6 – 12 months.
- A deep dive into workforce issues, specifically into medical staff as one of the areas of greatest financial challenge.
- Managing medical rotas and variable pay has been a critical focus for the Health Board as part of the 10 Day Cycle initiative aimed at reducing costs while maintaining service quality.
- Despite initial targets set by the Welsh Health Circular to reduce variable pay by 50%, across all staff groups, achieving this level of reduction has proven challenging.
- This presentation outlines the current approach, key challenges, and the approaches being implemented to manage variable pay effectively, including the introduction of a rate card and increased fill rates.

# Variable Pay

## Key Deliverables to be achieved by Day 100 in October:

- Reducing avoidable agency deployment: Implementing a clear control framework within NHS organisations in Wales, including coherent decision-making frameworks and analysis of bookings.
- Enhancing the supply of substantive and flexible employed workforce capacity: This includes utilising locally established Workforce Banks.
- Develop a short-term plan to deliver a 50% reduction in variable pay over a two-year period of 2024/25 and 2025/26.

## SMART aim / Vision Statement:

Progressive targets to reduce and eradicate agency deployment of medical locum and agency staff

## Measures to track improvement/Targets:



On target

## Activities that require further action with target dates:

This strand is progressing well and there are no outstanding actions at the 40-day milestone.

## Main Actions delivered:

- Key stakeholders have been identified for the Medical Directorate
- A Medical Action plan which has been sent to Senior Managers and budgets holders of directorates has been returned and is being analysed.
- A terms of reference is now in place and regularly updated to ensure it is delivering on its purpose
- A regular monthly submission is produced by Daniel Owen and sent to Welsh Government and monitored by the variable pay group
- Nick Hogben has created a weekly / monthly monitoring report so we can ensure that this group can deal with any actions in real time
- Carly Hill has shared the Medical Action plan with the Value and Sustainability Group for their approval
- Feedback from The Value and Sustainability Group has been actioned
- A 100-Day action plan has been created to achieve the stated key deliverables for variable pay
- SMART targets have been set for the next 40 days to deliver further updates at the 80 day milestone

## Results, what we learned and what's next/Analysis:

Excellent progress has been made with positive support from members and key stakeholders. Regular monitoring is taking place, and plans are being submitted to reduce or remove medical agency spend.

# Job Descriptions and Candidate Packs

## Key Deliverables to be achieved by Day 100 in October:

- Review all medical job descriptions with multi-professional team to agree they are relevant and suit organisational needs
- Deliver a redesigned professional candidate pack that has been piloted for use by Day 100
- Deliver signed off job description and candidate pack with approval of Executive Team and Local Negotiating Committee (LNC)

## SMART aim / Vision Statement:

We want to ensure that potential candidates have an appealing, relevant and professional candidate pack is produced by October that will encourage good applicants

## Measures to track improvement/Targets:



On target to deliver on the key deliverables

## Activities that require further action with target dates:

This strand is progressing well and there are no outstanding actions at the 40-day milestone.

## Main Actions delivered:

- Key stakeholders from across the Health Board have been identified
- First major meeting was held with the group and SMART action plan was drawn up
- Current candidate pack has been reviewed , analysed and improvements suggested
- A draft new candidate pack is ready to be shared with key groups for feedback
- Additional specialists have been identified to get their input
- Carly Hill and Heather Hinkin have been identified as the key drivers of this programme
- A timescale and actions to send out draft plan have been agreed
- A 100 Day action plan has been created to achieve the stated key deliverables for variable pay
- SMART targets have been set and this workstream will be completed by the 60 day milestone

## Results, what we learned and what's next/Analysis:

This strand is progressing well with excellent input from all areas and stakeholders. There are no anticipated delays or obstacles to achieving the key deliverables.

# E-rostering

## Key Deliverables to be achieved by day 100 in October:

- Have an implementation plan developed for all Health Board service delivery areas
- Identify initial pilot areas to have system running by October 2024
- Develop a multi- service team to oversee system implementation across the Health Board

## SMART aim / Vision Statement:

We aim to have developed an implementation plan for the next 12 months with two pilot areas identified to test the process by October 2024

## Measures to track improvement/Targets:



Delays were experienced due to recruitment, however this has now commenced

## Activities that require further action with target dates:

- A Plan to achieve the key deliverables needs to be agreed by the project leads and key stakeholders
- Pilot areas need to be approved by Keith Jones
- Key metrics need to be identified to measure progress
- Milestones need to be identified
- Impact on services need to be factored in
- Formal meetings and actions need to be actioned and shared
- Overview of existing rotas and staff need to be collated

## Main Actions delivered:

- A medical task group has been established and meets weekly to instigate actions
- A steering group chaired by the Director of Workforce and Organisational Development / Interim Deputy Chief Executive has been established and first meeting took place 15 August 2024
- Regular implementation meetings with Allocate are in place
- A PID has been signed off by the Executive Team
- A Band 7 implementation project manager has been appointed.
- Excellent engagement from operational teams with a number of areas expressing an interest in becoming early adopters.

## Results, what we learned and what's next/Analysis:

Confident that within the next 10 days project see improvement with the development of a workforce resource implementation plan for the administration of the system and a demonstration from Allocate on the steps that can be progressed during the implementation stage

# Medical Retention

## Key Deliverable to be achieved by Day 100 in October:

- Have conducted multi-service meetings with all stakeholders to analyse reasons for leavers and future service issues
- Publish a Medical Directorate Plan created with stakeholders with recommendations for actions to improve retention by October 2024
- Establish a reporting structure and information needed to monitor the situation by October 2024

## SMART aim / Vision Statement:

To have developed arrange of updates covering all aspects that impact medical retention by October 2024

## Measures to track improvement/Taraets:



On target

## Main Actions delivered:

- A group has been identified to action various elements of this strand
- Finalise signing up to the Compassionate Leadership Charter to allow staff access to Health Education and Improvement Wales (HEIW) resources
- Commence New consultant development programme with Medical Directorate
- Key individuals and targets identified to complete agreed actions
- A 100 Day action plan has been created to achieve the stated key deliverables for variable pay
- SMART targets have been set for the next 40 days to deliver further updates at the 80-day milestone

## Activities that require further action with target dates:

This strand is progressing well and there are no outstanding actions at the 40-day milestone

## Results, what we learned and what's next/Analysis:

This strand is progressing well and remains an almost continuous process. By October 2024 we will have completed all updates to this plan.

# Job Planning and Compliance

## Key Deliverable to be achieved by Day 100 in October:

- Create and publish action plans with multi-service stakeholders to improve quality and compliance of job plans by October 2024
- Establish tracking process and system to ensure managers are actioning the job plans in a timely manner
- Meet 80% compliance by October 2024 and have a plan to achieve 90% by Q1 2025/26

## SMART aim / Vision Statement:

We want to achieve 80% compliance by October 2024 with a plan to achieve 90% by March 2025

## Measures to track improvement/Targets:



## Main Actions delivered:

- Key stakeholders have been identified for the Medical Directorate
- Debbie Stone will lead on the reporting element for this strand
- A meeting has been held to establish the current position of job planning
- The key issues around completion and compliance have been identified and actions drawn up to improve performance
- An accurate baseline has been established
- An action plan to achieve 80% by October has been identified
- Service delivery managers have started to be contacted to request their support and actions that need completing
- Set 4-week targets to SDMs in order to meet 80% October target – at 78% for July 2024
- A 100-day action plan has been created to achieve the stated key deliverables for variable pay
- SMART targets have been set for the next 40 days to deliver further updates at the 80-day milestone

## Activities that require further action with target dates:

This strand is progressing well and there are no outstanding actions at the 40-day milestone

## Results, what we learned and what's next/Analysis:

The team in Medical Education and Revalidation have devoted a lot of time and effort to ensure that this work is delivered. It does require a lot of time and resource to complete but we are confident we will achieve the key deliverables

# International Staffing

## Key Deliverable to be achieved by Day 100 in October:

Publish a Medical Directorate staffing action plan by October 2024

Incorporate staffing analysis into Service plans to demonstrate impact on medical retention, variable pay reduction and service performance improvements

## SMART aim / Vision Statement:

We aim to have a clear and full analysis of our international recruitment efforts and how this impacts Health Board plans

## Measures to track improvement/Targets:



Slightly late start, but on track to deliver

## Main Actions delivered:

- Key stakeholders have been identified for the Medical Directorate
- Operational teams have discussed and agreed their requirement for international recruitment.
- First draft of requirements shared with Shared Services for the Health Boards involvement in the international recruitment.

## Activities that require further action with target dates:

Share list of areas for international recruitment with Shared Services.

Identify key individuals to support the recruitment campaign and support with interviews during international recruitment drive.

## Results, what we learned and what's next/Analysis:

Once list agreed, to be shared with Shared Services to form part of the All-Wales International recruitment plan and track the exit of agency staff once stabilisation of workforce.

# Rate Card

## Key Deliverable to be achieved by day 100 in October:

- Publish a Medical Directorate staffing rate card by October 2024
- Incorporate staffing analysis into Service plans to demonstrate impact on medical retention, variable pay reduction and service performance improvements

## SMART aim / Vision Statement:

We aim to have updated and published an UpToDate rate card for the Health Board Medical staff

## Measures to track improvement/Targets:



## Main Actions delivered:

- Key stakeholders have been identified from across the health board including finance, medical workforce, workforce and organisational development teams
- We have identified that we will contact other health boards to collate their rate cards
- We have agreed key staff to undertake specific tasks to collate and analyse financial data from the last 12 months on what we actually paid
- Information on current rate card reviewed as part of the Task and Finish Group.
- SBAR with recommendations for HB rate card being developed for Executive consideration.
- A 100-day action plan has been created to achieve the stated key deliverables for variable pay
- SMART targets have been set for the next 40 days to deliver further updates at the 80-day milestone

## Activities that require further action with target dates:

This strand is progressing well and there are no outstanding actions at the 40-day milestone  
Current work includes an analysis of in hours / out of hours rates including a variation between resident and non-resident rates

## Results, what we learned and what's next/Analysis:

This group is progressing well. The medical and workforce teams have established good links with other Health boards so we can develop plans and not impact their activities.  
Key tasks have been established with quick timescales in September 2024 so we can start drafting up a new rate card for approval by the Executive Team.

# Further Assessments Required



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The Health Board's approach to managing medical variable pay costs is critical to achieving stability, both for the workforce and for our financial position.

While the target of a 50% reduction in variable pay across all staff groups has proven challenging, there have been discussion through the Targeted Intervention workshop to agree a 5% reduction as a realistic path forward, with potential savings of £100,000 to £150,000 per month.

The implementation of a standardised rate card, possibly in collaboration with Swansea Bay University Health Board (SBUHB), along with the continued leverage of increased fill rates by Junior Doctors, will be essential in managing costs and maintaining service quality.



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