![GIG CYMRU NHS WALES - Bwrdd Iechyd Prifysgol Hywel Dda University Health Board]

TABLE OF ACTIONS FROM
HEALTH BOARD MEETING IN PUBLIC
HELD ON 30 MARCH 2023

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PM(23)50	**MATTERS ARISING & TABLE OF ACTIONS FROM THE MEETINGS HELD ON 26 JANUARY 2023 AND 23 FEBRUARY 2023:** • **PM(23)44** – To provide a progress update within the Table of Actions relating to development of the Primary Care Strategy	JP	May 2023	The Strategy will now form a much greater piece of work over a longer period to allow time to meaningfully engage with patients; the public and communities; clinical staff and their teams working across NHS services; stakeholders from across health and social care and the Third Sector etc, in order to inform the future vision. In parallel, the Health Board will continue to develop and deliver local solutions where required (as part of the wider strategy) in response to service changes which need to be addressed. It is anticipated that a progress report will be available in September 2023, with a draft Strategy available in January 2024.
	• **PM(23)13** – To provide a progress update within the Table of Actions regarding the inclusion of triangulated data in the Patient Experience report	MR	May 2023	The Corporate Nursing team is working with the Head of Strategic Performance Improvement to explore business intelligence options to support triangulation of key metrics/data. In the meantime, the team will

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
				continue to undertake manual scrutiny of the information available and work to improve the information provided through routine reports. It is expected that triangulation within reports will improve on an iterative basis throughout this coming year (23/24).
	• **PM(23)04 (PM(22)205)** – To keep the Chair of QSEC informed regarding the date cancer service audit findings will be reported to QSEC	MR	May 2023	The Lead Nurse has advised that the initial audit findings will be available by the end of Q1 2023 and some additional monitoring of cancer standards will also be undertaken. Initial findings will be shared at QSEC in June 2023.
	• **PM(23)16** – To provide the next update to QSEC on the Llwynhendy TB Outbreak Review action plans at the June 2023 meeting	PK	June 2023	Forward planned for June 2023 QSEC meeting.
PM(23)51	**REPORT OF THE CHAIR:** • To feed back to the team the need to ensure that the new Diabetes Prevention Programme targets the Learning Disabilities population	JP	May 2023	Completed.
	• For the Communications and Engagement Director to explore the potential for publicising examples of long service externally, via local media	AHM	May 2023	Currently working with Workforce and Organisational Development colleagues to identify potential stories for sharing externally (identifying interesting individual stories and collective opportunities).

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
	• To present to PODCC a report on the various processes/initiatives to capture staff feedback and learning	LG	June 2023	Forward planned for June 2023 PODCC meeting.
PM(23)52	**REPORT OF THE CHIEF EXECUTIVE:** • To check with regard to the repeated use of 'may' in the SWSN Memorandum of Understanding	AC	May 2023	Following comments at the March 2023 Board, the Health Board sought clarification on the use of the word "may" in the briefing paper (not the MoU itself) to clarify if this had an impact on the Health Board. On 2 May 2023, the SWSN Operational Manager advised that the use of the word "may" was to in relation to the spinal unit at the Grange (which is not 24/7) and therefore does not impact on the Health Board's position. On that basis, it has been agreed that the CE will sign the MoU on behalf of the Health Board to allow for this to be completed.
	• To circulate the National Nosocomial COVID-19 Programme Interim National Learning Report	JW	May 2023	Completed. Circulated via email on 30 March 2023
PM(23)53	**REPORT OF THE AUDIT & RISK ASSURANCE COMMITTEE:** • To explore the potential for transferable information from the Bluestone Governance Review to the COVID-19 Public Inquiry	JW	May 2023	Completed. The Bluestone Governance Review has been included within the evidence for the Public Inquiry. This has been incorporated within the timeline, organisational learning and within the archive.

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PM(23)54	**REPORT OF THE QUALITY, SAFETY & EXPERIENCE COMMITTEE:** • To provide via the Table of Actions an update regarding staff retirement/closure of Neurology and Tertiary Pathway service	AC	May 2023	The Women and Children's Directorate is working in close collaboration with WHSSC and colleagues across the South Wales Corridor to ensure any interim changes to the neurology pathway are safely implemented. The Directorate is also working closely with the Health Board Commissioning team to develop a revised service specification that identifies any gaps in the current provision of Neurology services. Cardiff and Vale has successfully appointed 4 Paediatric Neurologists to support the tertiary pathway, with 2 vacancies outstanding. A CNS post has been advertised to provide regional support. WHSSC are supporting the appointment of a tertiary clinician to support with Hywel Dda tertiary activity within the HB footprint. The secondary care service in SBUHB is also under pressure, with concerns it cannot meet current demand. There is a meeting planned for 22 May 2022 to discuss a deep dive of the patient cohort HD refers to the SBUHB service via its LTA arrangements.

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PM(23)56	**UPDATE ON ANNUAL PLAN 2023/24:** • To begin the process of Board consideration of the financial roadmap for recovery at the June 2023 Board Seminar, with this presented to Public Board in September 2023	HT	June 2023	Forward planned for June 2023 Board Seminar and September 2023 Public Board meeting.
	• To seek assurance from the Director of Finance and scheme leads at the May Board meeting on the governance and delivery of the savings scheme, to ensure the £19.5 million savings target would be achieved.	HT	May 2023	This is referenced in the Finance Report for Month 1 2023/24.
	• To write an Accountable Officer letter to Welsh Government	SM	May 2023	Completed.
PM(23)57	**IMPLEMENTING THE 'A HEALTHER MID AND WEST WALES' STRATEGY:** • To issue a letter regarding the Clinical Strategy Review to Welsh Government and share this with all Board members, and to provide an update to the May 2023 Board meeting	LD	May 2023	Completed. Letter has been shared with Board members. Update Report on agenda.
PM(23)58	**IMPROVING PATIENT EXPERIENCE REPORT:** • To providing additional detail regarding progress with the switchboard modernisation	HT	May 2023	The underlying switchboard infrastructure has been replaced and has been successfully tested and is now in an operational live state. The next phase of the project is the improve how patients can navigate the telephony system, with the introduction of the interactive voice response approach (IVR). Interactive Voice Response (IVR) is an automated phone system technology that allows incoming callers to access

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
				information via a voice response system of pre-recorded messages without having to speak to an agent, as well as to utilise menu options via touch tone keypad selection or speech recognition to have their call routed to specific departments. A well designed IVR software system can help increase call rates particularly during times of high call volume, However, patients will always have the opportunity to speak to a switchboard operator if they wish.
	• To provide further detail regarding the extent and availability of the Admiral Nurse service across the Health Board	MR	May 2023	Completed. Information has been shared with Board members.
	• To discuss further with the team training in Mental Capacity Legislation and, for example, whether an 'aide memoire' tool could be developed	MR	May 2023	Contact has been made with the DoLs team and a request made to review the information available to staff to support compliance and improvements in practice. The team has been asked to provide an update by the end of May 2023.
	• To clarify further to what extent the additional parking at GGH would be managed	AC	May 2023	Completed. As part of the operational procedure, any staff who sign up to utilise the Gwili Railway car park will be added to the ANPR 'list' for the GGH site. This will result in a Parking Charge Notice being issued to should they park on the GGH site as opposed to the Gwili Railway car park. This will not apply on

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
				those days where the Gwili Railway car park is not available (weekends). This has been made clear in all communications with those who have volunteered to use the site so far. Staff will be able to contact the Central Transport Unit to request an exemption from the ANPR enforcement, should they need to access the site as a patient. A total of 282 staff have volunteered to use the Gwili Railway car park. 170 have been shortlisted to use it when it opens, with the remainder added to a reserve list. Once the number of staff parking on site has been reduced, more stringent control of the Outpatients car park will be possible, to ensure it is used exclusively for patients only. The Gwili Railway car park is just one improvement scheme underway currently. An additional 45 parking spaces are expected to become available in early June 2023, where the W&C Phase 2 constructor's compound is currently located.
	• To establish whether there are any further developments in terms of Red Cross provision/contracts	AC	May 2023	There continues to be a British Red Cross (BRC) Service provided in Pembrokeshire, linked to the successful PIVOT service.

| MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
				There is also a contract for a service at Glangwili Hospital supporting the Emergency Department. Carmarthenshire and Ceredigion Counties have both decommissioned their BRC Services. Carmarthenshire is out to tender for low level care provision as part of the care at home framework, which is something the BRC could submit a response to.
	• To check whether the 'maternity passport' is in place	MR	May 2023	The Maternity Passport is for women with communication/ understanding difficulties. This has been to the L&D Team and Easy Read Group and has recently been translated into Welsh. The Passport is going to the Guideline Committee this month for final approval, which will include an identification sticker for hospital notes. The plan is to go live from 1 June 2023.
PM(23)60	**FINANCIAL REPORT:** • To corrected errors in headings on page 6 of Appendix 2 and transposition of information and reissue the reports	HT	May 2023	Completed. Revised report published on web.
	• To provide during the In-Committee Board session an explanation around the scoring of two providers in the MHLD tendering process	HT	March 2023	Completed.

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PM(23)61	**INTEGRATED PERFORMANCE ASSURANCE REPORT:** • To share with the Board the Workforce metrics report which is presented to PODCC	LG	May 2023	Completed. Attached at Appendix 1.
PM(23)62	**OPERATIONAL UPDATE:** • To include in census data regarding Delayed Pathways of Care a percentage column	AC	May 2023	Completed. Reflected in the current version of the report.
PM(23)63	**CLINICAL SERVICES PLAN:** • To incorporate information on development of the Primary Care Strategy into future reports on this topic	JP	May 2023	Completed/noted.
PM(23)64	**EMERGENCY GENERAL SURGERY:** • To discuss the Communications approach with the Communications and Engagement Director	AC	May 2023	Draft communications plan for General Emergency Services prepared including local staff communications and reactive handling plan. Broader Clinical Services Plan communications and engagement plan will be developed to support the Clinical Services Plan.
PM(23)65	**MANAGED PRACTICE STRATEGY:** • To incorporate a session to consider risks and fragilities in Primary Care into the Board Seminar forward plan	JW/JP	May 2023	Date to be confirmed.
PM(23)66	**CARE HOME CAPACITY AND FRAGILITY REPORT:** • To present the findings of a review of the governance of statutory bodies to the July 2023 Board meeting	JP/AC/ JW	July 2023	Forward planned for July 2023 Public Board meeting.

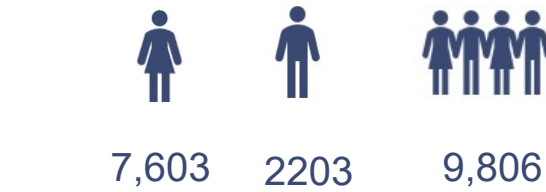| MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PM(23)68	**ELECTRONIC PATIENT FLOW AND ELECTRONIC OBSERVATIONS OUTLINE BUSINESS CASE:** • To ensure stakeholder engagement at an early stage	HT	May 2023	A stakeholder engagement plan has been developed to ensure that all opinions are considered whilst drafting the system specification and the finalised business case for consideration by the Board.

Workforce Profile as at December 2022

Headcount - *Excludes Locum & Bank*

11,391   2,362   9,029

FTE *Excludes Locum & Bank*

7,603   2203   9,806
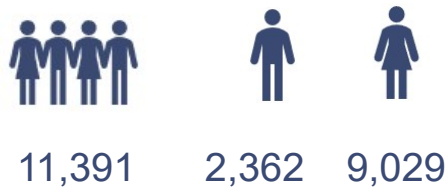
Workforce Profile comparing Full time and Part time working as a percentage.
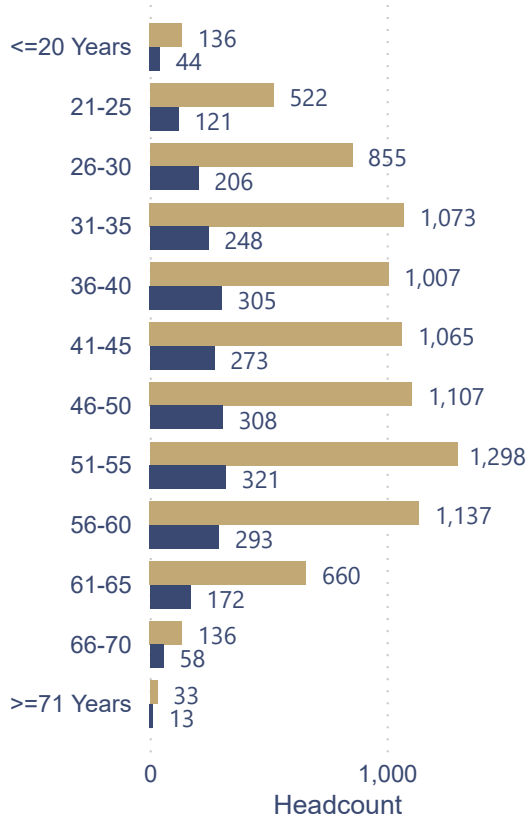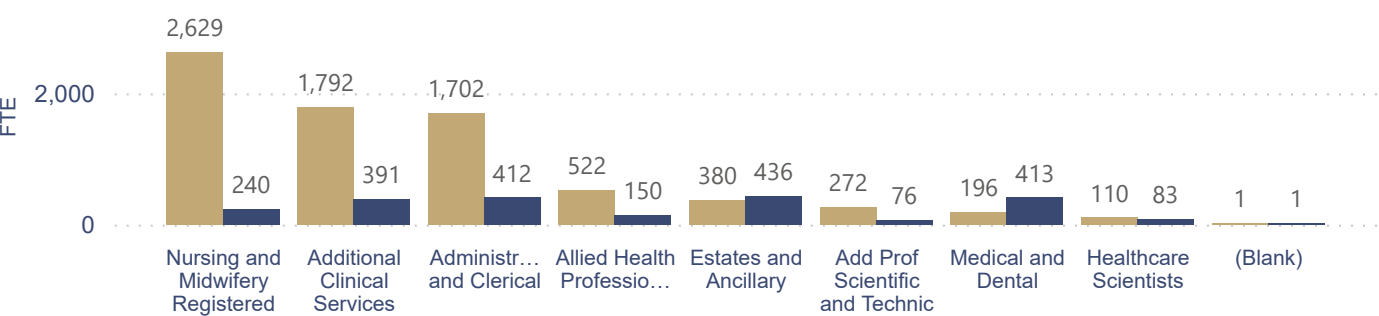Left shows % by headcount and Right shows % by FTE Excluding Locum & Bank

58%	82%	52%	**Full Time**	52%	82%	58%
42%	18%	48%	**Part Time**	48%	18%	42%

Age & Gender Profile by Headcount

● Female Headcount ● Male Headcount

Age	Female	Male
<=20 Years	136	44
21-25	522	121
26-30	855	206
31-35	1,073	248
36-40	1,007	305
41-45	1,065	273
46-50	1,107	308
51-55	1,298	321
56-60	1,137	293
61-65	660	172
66-70	136	58
>=71 Years	33	13

Age & Gender Profile by FTE

● Female FTE ● Male FTE

Age	Female	Male
<=20 Years	119	40
21-25	483	112
26-30	769	199
31-35	914	239
36-40	847	295
41-45	910	260
46-50	974	295
51-55	1,123	301
56-60	904	265
61-65	465	145
66-70	77	45
>=71 Years	18	6

Gender Profile by Staff Group & FTE

● Female FTE ● Male FTE

Staff Group	Female FTE	Male FTE
Nursing and Midwifery Registered	2,629	240
Additional Clinical Services	1,792	391
Administr… and Clerical	1,702	412
Allied Health Professio…	522	150
Estates and Ancillary	380	436
Add Prof Scientific and Technic	272	76
Medical and Dental	196	413
Healthcare Scientists	110	83
(Blank)	1	1

Gender Profile by Staff Group & Headcount

● Female Headcount ● Male Headcount

Staff Group	Female Headcount	Male Headcount
Nursing and Midwifery Registered	3,098	257
Additional Clinical Services	2,153	417
Administr… and Clerical	1,972	431
Allied Health Professio…	618	162
Estates and Ancillary	526	484
Add Prof Scientific and Technic	316	88
Medical and Dental	223	437
Healthcare Scientists	122	85
(Blank)	1	1

Starters, Leavers & Turnover as at December 2022

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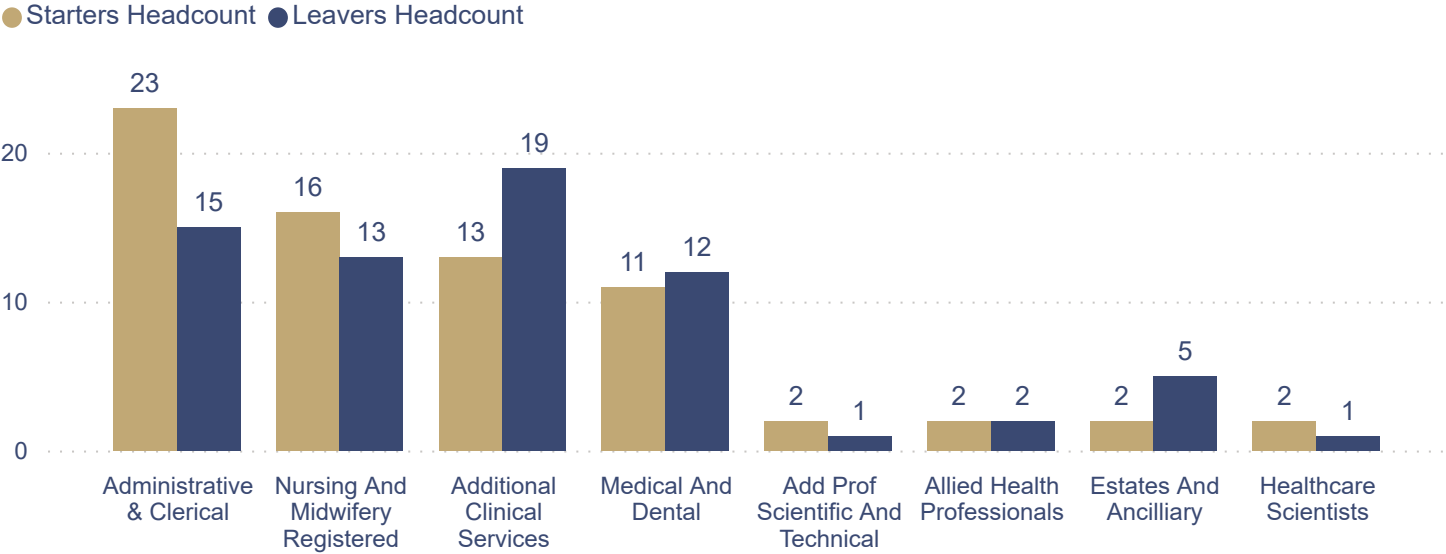## In Month Turnover Rate by Headcount & FTE

● Turnover Headcount ● Turnover FTE
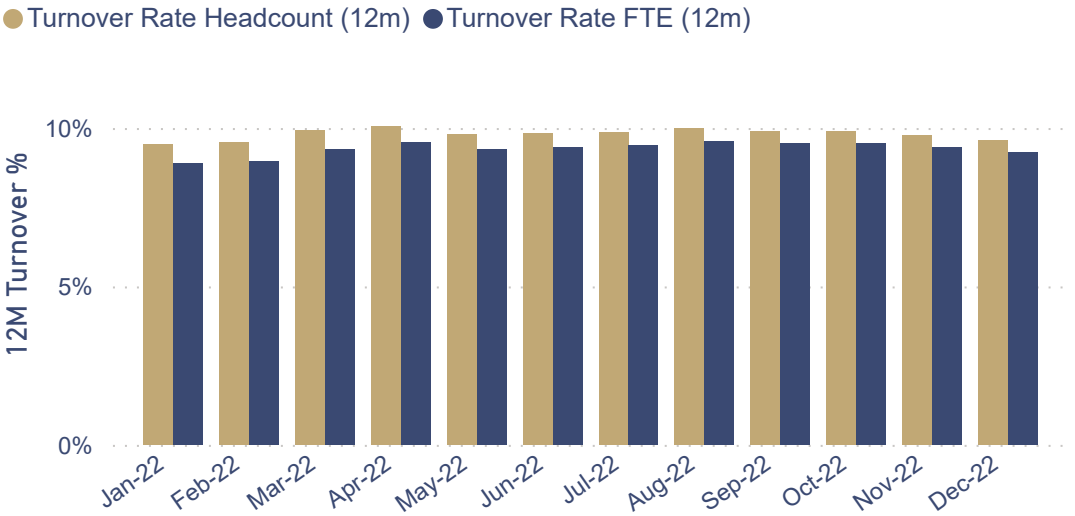
Starters and Leavers Headcount by Staff Group

● 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
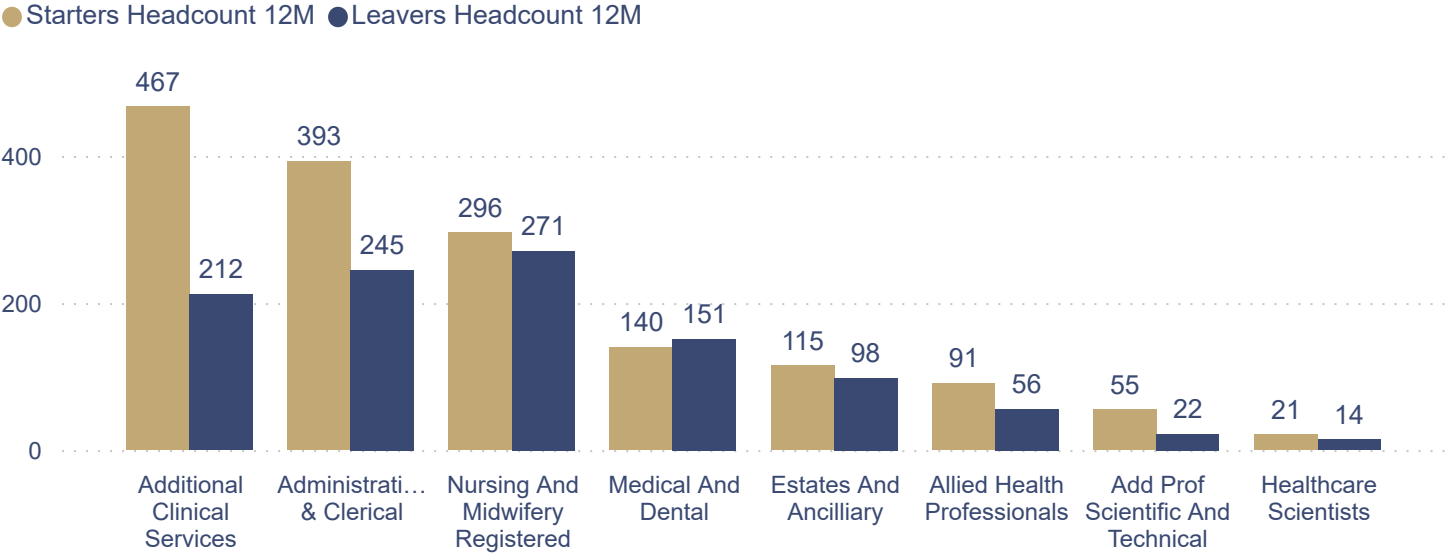
Starters, Leavers & Turnover as at December 2022

Leavers in Month by Reason

Leaving Reason	Leavers Headcount
Voluntary Resignation - Other/Not Known	20
Retirement Age	18
Voluntary Resignation - Relocation	10
Voluntary Resignation - Work Life Balance	5
End of Fixed Term Contract	4
Has Not Worked	2
Voluntary Resignation - Better Reward Package	2
Voluntary Resignation - Health	2
Dismissal - Capability	1
Dismissal - Conduct	1
Dismissal - Some Other Substantial Reason	1
End of Fixed Term Contract - Other	1
Voluntary Resignation - Child Dependants	1
Voluntary Resignation - Incompatible Working Relationships	1
Voluntary Resignation - Promotion	1
Voluntary Resignation - To undertake further education or training	1

Leavers in the last 12 Months by Reason

Leaving Reason	Leavers Headcount 12M
Retirement Age	313
Voluntary Resignation - Other/Not Known	284
Voluntary Resignation - Relocation	98
Voluntary Resignation - Work Life Balance	84
End of Fixed Term Contract	65
Voluntary Early Retirement - with Actuarial Reduction	28
Voluntary Resignation - Promotion	28
Voluntary Resignation - Better Reward Package	26
Voluntary Resignation - Health	26
End of Fixed Term Contract - External Rotation	22
Retirement - Ill Health	16
Dismissal - Capability	14
Voluntary Resignation - Child Dependants	12
Voluntary Resignation - To undertake further education or training	12
Employee Transfer	9
Voluntary Resignation - Lack of Opportunities	8
Death in Service	7
Voluntary Resignation - Incompatible Working Relationships	6
End of Fixed Term Contract - Other	5
Has Not Worked	5
Bank Staff not fulfilled minimum work requirement	4
Dismissal - Conduct	4
Voluntary Resignation - Adult Dependants	4
Dismissal - Some Other Substantial Reason	3
Redundancy - Voluntary	2
Voluntary Early Retirement - no Actuarial Reduction	2
End of Fixed Term Contract - Completion of Training Scheme	1
End of Fixed Term Contract - End of Work Requirement	1

Retired & Returned in the last 12 months

200

WTE prior to Retiring

174.19

WTE after returning

99.82

Turnover Benchmarking as at October 2022

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) and Welsh Ambulance Service Trust (WAST).

As NWIS staff left Velindre in March 2021, the turnover percentages are very high for Velindre as a result and as such they have been excluded from this comparison and any averages taken from health boards as to not skew the data we compare our performance against
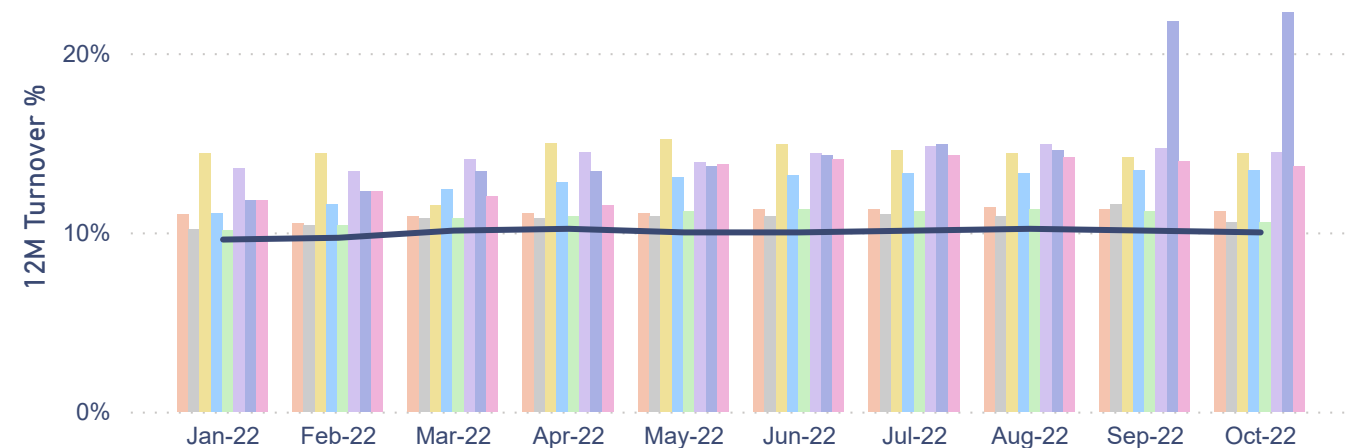
12M Turnover Rate compared to NHS Wales (Exc 'churn') and Average of other health boards (Inc 'Churn')

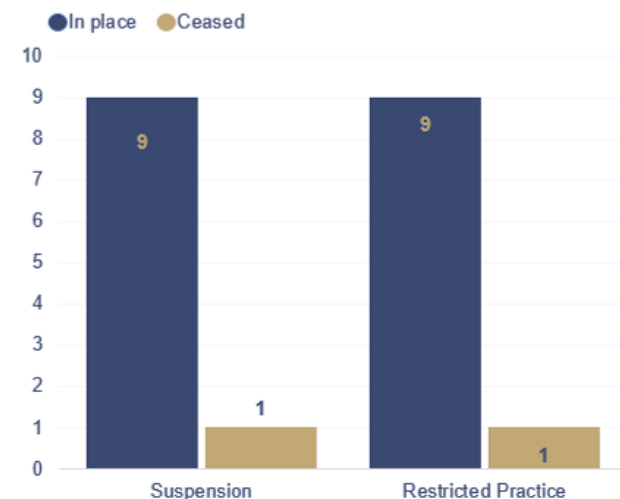● Turnover Rate 12M (Headcount)　——— NHS Wales (exc 'churn')　——— Average (Exc VEL)
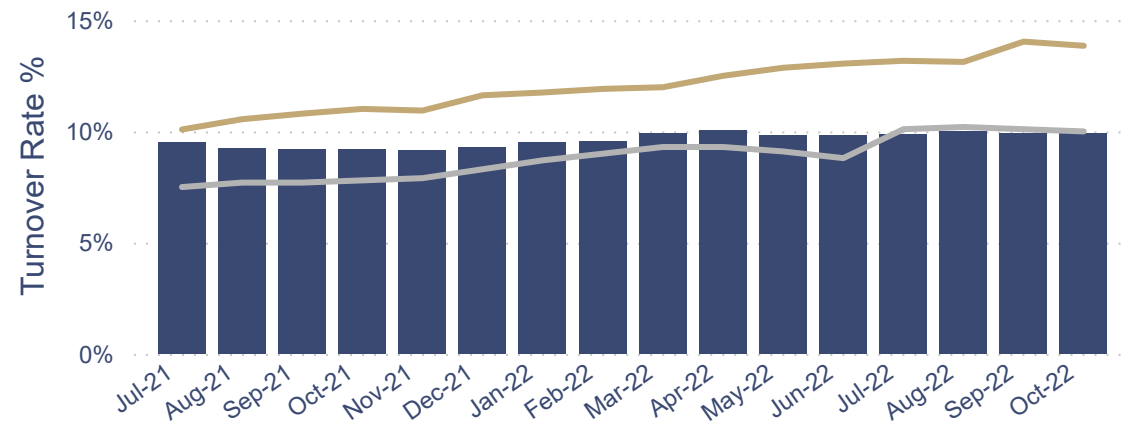
12M Turnover Rate compared to other Health Boards

● AB　● BCU　● C&V　● CTM　● SB　● Powys　● PHW　● WAST　——— HDUHB

Employee Relations Activity

Suspension / Restricted Practice

Legend: ● In place ● Ceased

Suspension: 9 (In place), 1 (Ceased)
Restricted Practice: 9 (In place), 1 (Ceased)

Employee Relations Activity - Case Load

Description	New Cases (Dec 22)	Closed Cases (Year to Date)	Ongoing Cases (including new)	Ongoing Cases (including new)	Appeals
Disciplinary (All Wales and UPSW)	6	63	0	29	0
Respect & Resolution	1	44	6	9	4
Other types of ER cases	7	1	4	3	0
Total	**14**	**108**	**10**	**41**	**4**

Disciplinary (All Wales and UPSW) - working with the information governance updated guidance has been issued to staff on the importance of confidentiality and the consequences of any breaches.

Respect & Resolution - The above data includes issues raised as either a grievance or a dignity and respect at work issue.

Other types of ER cases e.g. capability, whistleblowing etc. - This metric includes both performance at work and other types of ER casework not described elsewhere.

Please note that the analysis can be found in more detail in the Workforce item later on the agenda

Employment Tribunal Cases

Date Commenced	Stage	Withdrawn	Settled	Dismissed	Upheld	Date closed
Aug-2020	Hearing			✓ - 2 claims		Jun-2022
Aug-2020	Hearing			✓ - 1 claim		Dec-2022
Sep-2020	Hearing			✓		Jun-2022
Mar-2021	Post ET3	✓				Jan-2022
Jun-2021	Post ET3	✓				Feb-2022
Oct-2021	Hearing			✓		May-2022
Jul-2021	Hearing					
Apr-2022	Preliminary Hearing					
Apr-2022	Hearing					
May-2022	Hearing					
May-2022	Hearing					
Jun-2022	Hearing					
Jun-2022	Preliminary Hearing					
Jun-2022	ET3					

Policy Review - Local

April 2022 to March 2023	Number of Policies	Completion / Progression Rate
Completed & Approved	14	39%
Work in Progress/Due for Approval	9	25%
Working groups to be established/complete reviews	13	
Total	**36**	
Forecasted Completion Rate as at March 2023		64%

Recruitment Activity as at December 2022

Vacancy Creation to conditional offer compared to other Orgs and Target of 44 days
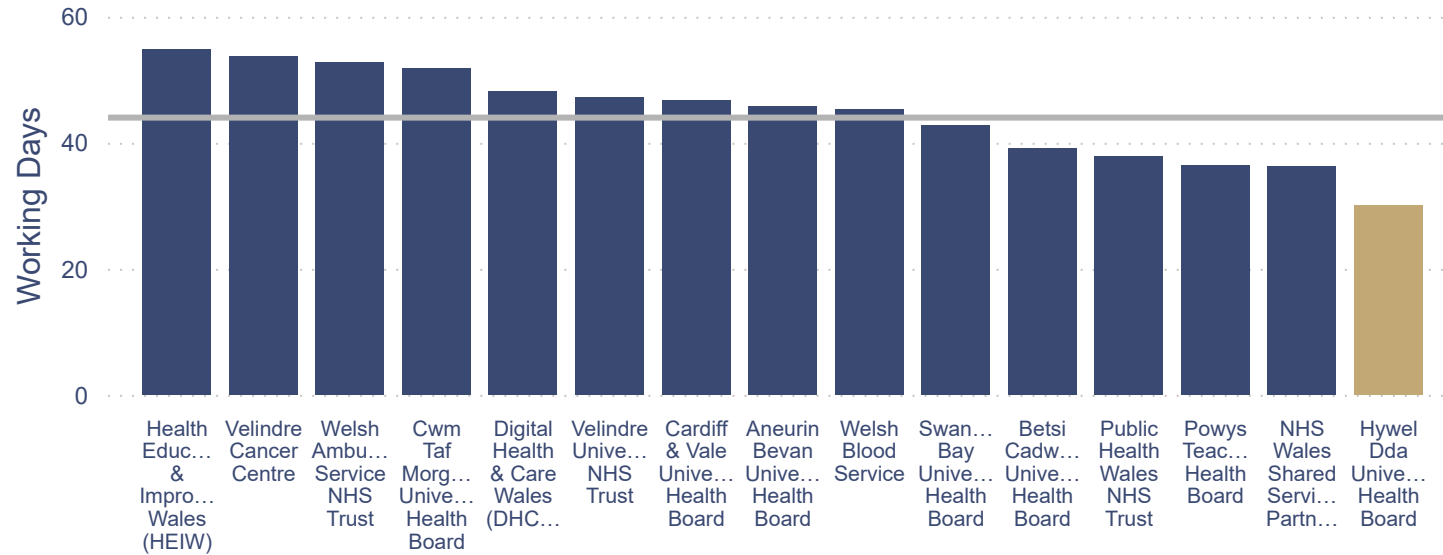
Vacancy Creation to unconditional offer compared to other Orgs and Target of 71 days
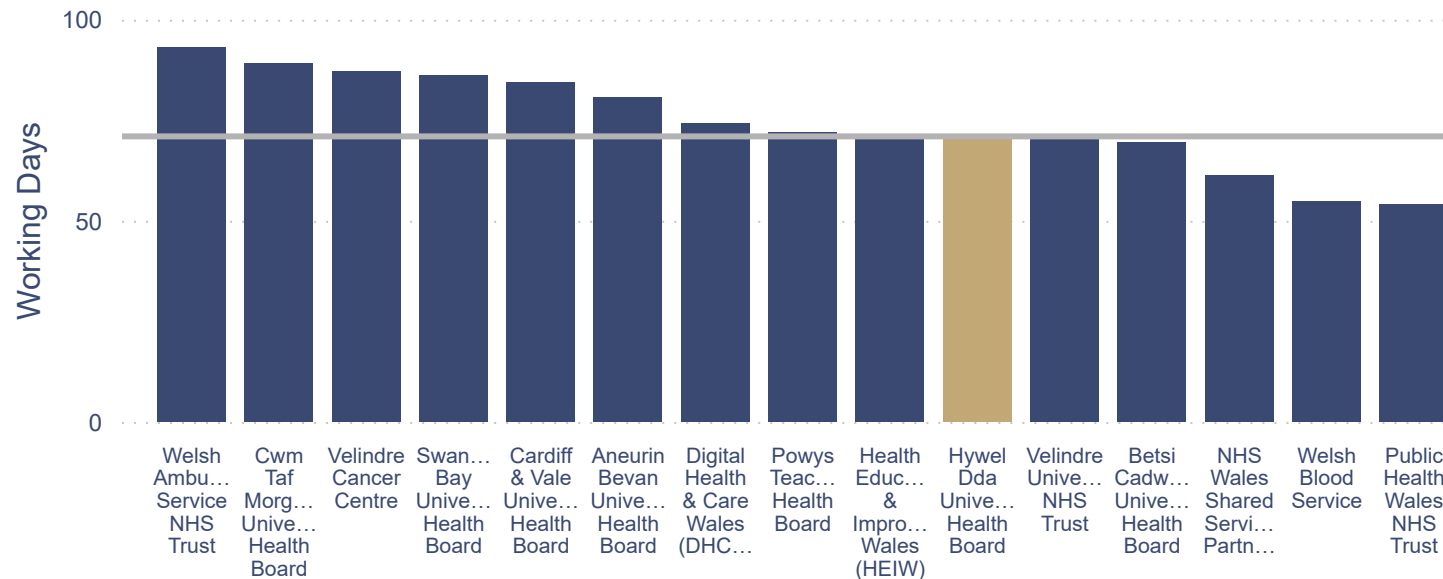
DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
Jul-21	119	123	6	100.0%
Aug-21	134	132	8	100.0%
Sep-21	180	181	3	100.0%
Oct-21	151	154	4	100.0%
Nov-21	143	143	6	100.0%
Dec-21	84	83	6	100.0%
Jan-22	176	169	3	100.0%
Feb-22	128	126	1	100.0%
Mar-22	149	147	7	100.0%
Apr-22	130	128	3	100.0%
May-22	150	148	1	100.0%
Jun-22	149	148	7	100.0%
Jul-22	108	108	6	100.0%
Aug-22	124	126	4	100.0%
Sep-22	186	185	3	100.0%
Oct-22	211	210	5	99.5%
Nov-22	100	99	5	100.0%
Dec-22	80	77	4	100.0%

October - Health & Social care apprentice started prior to DBS being returned. This was to ensure Apprentice could start on employment and educational pathway; a risk assessment was undertaken.

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
A&C	65.7	74.1	88.9	59.2
ACS	71.1	82.8	75.1	70.6
AHP	78.4	81.3	84.8	85.1
APST	71.0	94.1	73.0	72.9
EA	65.4	65.5	93.5	75.7
HS		79.2	107.2	95.3
M&D				
NMR	76.4	95.4	83.2	73.0

International Recruitment Performance - Target to Recruit 100 Registered Nurses.

100%

International RN Recruitment Phase 1

Followers on Social Media

● Facebook ● LinkedIn ● Twitter

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Total	18,332	18,602	19,029	19,372	19,729	19,984
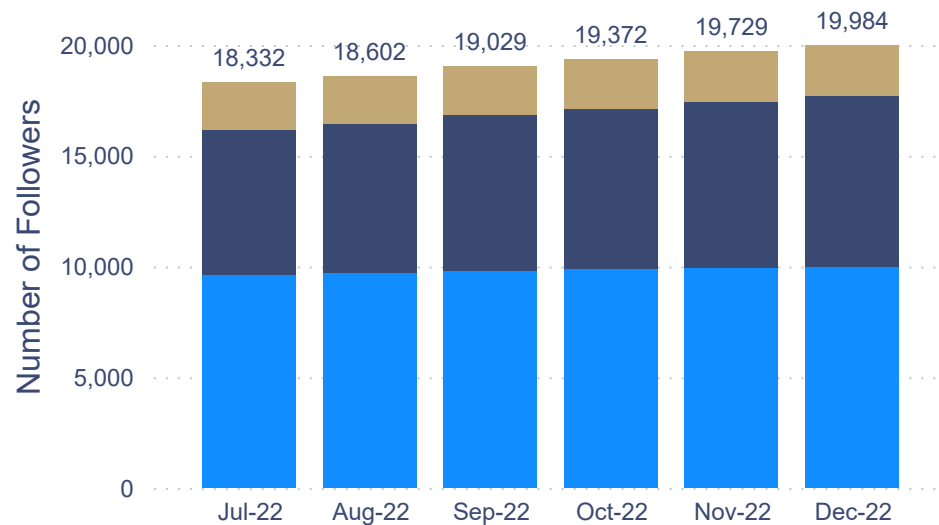
Recruitment Checks by Health Board

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
NHS Wales Shared Services Partnership	7.6	1.4	8.0	0.9	7.5	5.2
Powys Teaching Health Board	11.3	1.9	9.3	0.9	19.6	3.3
Welsh Blood Service	5.0	1.8	7.9	0.9	2.8	4.7
Betsi Cadwaladr University Health Board	3.4	1.9	9.8	1.0	7.1	2.7
Cwm Taf Morgannwg University Health Board	17.2	1.7	8.6	1.0	7.8	3.1
Health Education & Improvement Wales (HEIW)	2.5	1.4	11.9	1.0	3.6	3.5
Hywel Dda University Health Board	5.7	1.6	9.5	1.0	3.0	2.5
Swansea Bay University Health Board	8.2	1.7	13.9	1.0	6.0	4.4
Velindre University NHS Trust	4.7	1.7	9.3	1.0	8.1	5.5
Welsh Ambulance Service NHS Trust	11.7	1.5	9.2	1.0	7.3	4.7
Aneurin Bevan University Health Board	9.5	1.7	9.0	1.1	6.3	3.8
Cardiff & Vale University Health Board	12.4	1.8	9.0	1.1	6.5	3.2
Digital Health & Care Wales (DHCW)	1.1	1.5	10.5	1.1	5.8	1.5
Public Health Wales NHS Trust	3.0	1.6	8.9	1.1	9.3	1.9
Velindre Cancer Centre	6.6	1.6	7.9	1.1	13.0	3.9
Target	10.0	2.0	10.0	2.0	3.0	3.0

Medical Recruitment Dec 22

Trac Recruitment Health Check	Target	Month	Time to Target
Time from Notice to Authorisation Start Date	5	13.30	8.3
Time from Vacancy Created to Conditional Offer Letter Issued	44	38.70	-5.3
Time to approve references	2	7.00	5.0
Time to Approve Vacancies	10	2.50	-7.5
Time to notify Recruitment of Interview Outcome	3	1.40	-1.6
Time to Shortlist	3	4.80	1.8

Month on Month Recruitment Volumes

Axis	Number of FTE advertised	Number of posts advertised
Oct-22	457.3	351
Nov-22	480.9	360
Dec-22	302.1	261
Total	1240.4	972

Welsh Language Skills as at December 2022

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Welsh Language Skills Recorded on ESR

% Recorded on ESR — Jul-21, Aug-21, Sep-21, Oct-21, Nov-21, Dec-21, Jan-22, Feb-22, Mar-22, Apr-22, May-22, Jun-22, Aug-22, Oct-22, Nov-22, Dec-22

Welsh Language Skills recorded on ESR

36.0%
Level 2 (Foundation / Sylfaen) & Above

26.8%
Level 3 (Intermediate / Canolradd) & Above
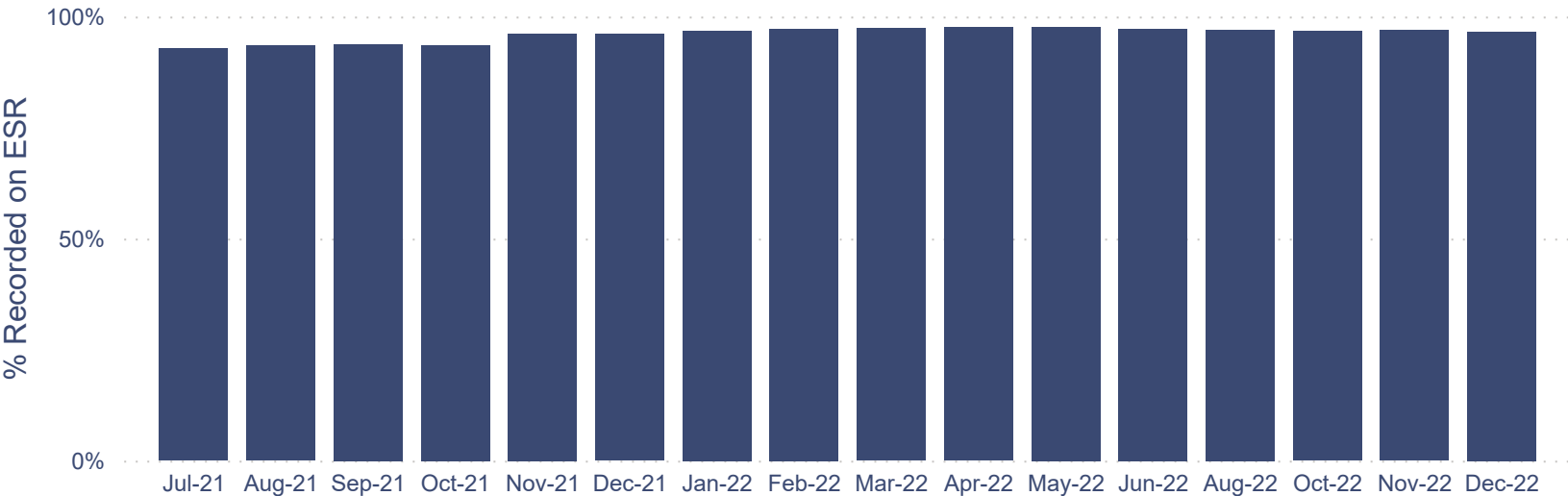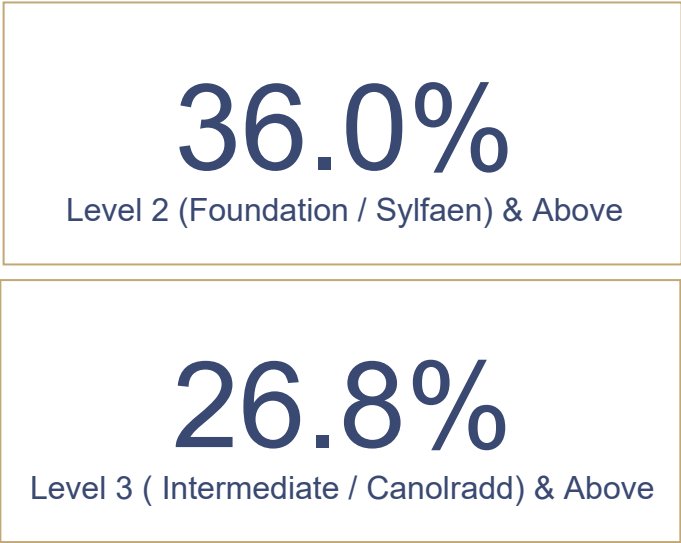
Number of employees by Staff Group that have not recorded Welsh Language Skills on ESR

Staff Group	Number of Employees
Medical and Dental	155
Nursing and Midwifery Registered	103
Additional Clinical Services	60
Administrative and Clerical	35
Estates and Ancillary	25
Allied Health Professionals	14
Add Prof Scientific and Technic	7
Healthcare Scientists	4

Job Evaluation Activity
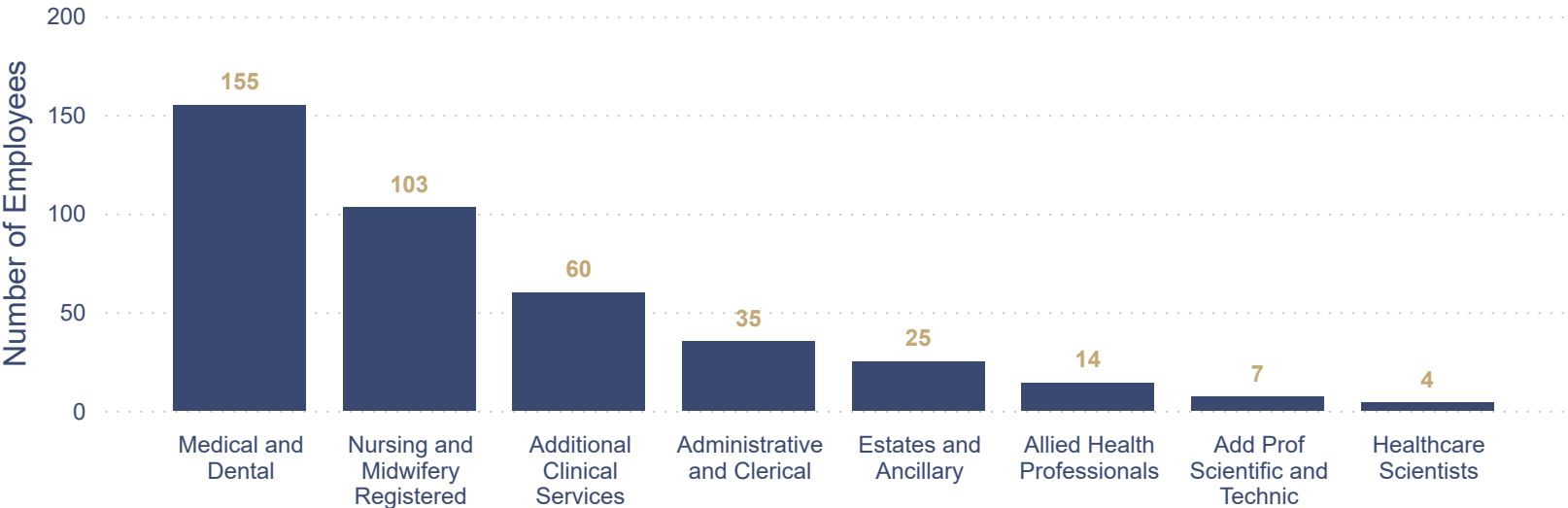
Activity - Waiting to be Matched and KPI breaches by Week

● Panel hours — In breach of KPI — Waiting to be matched
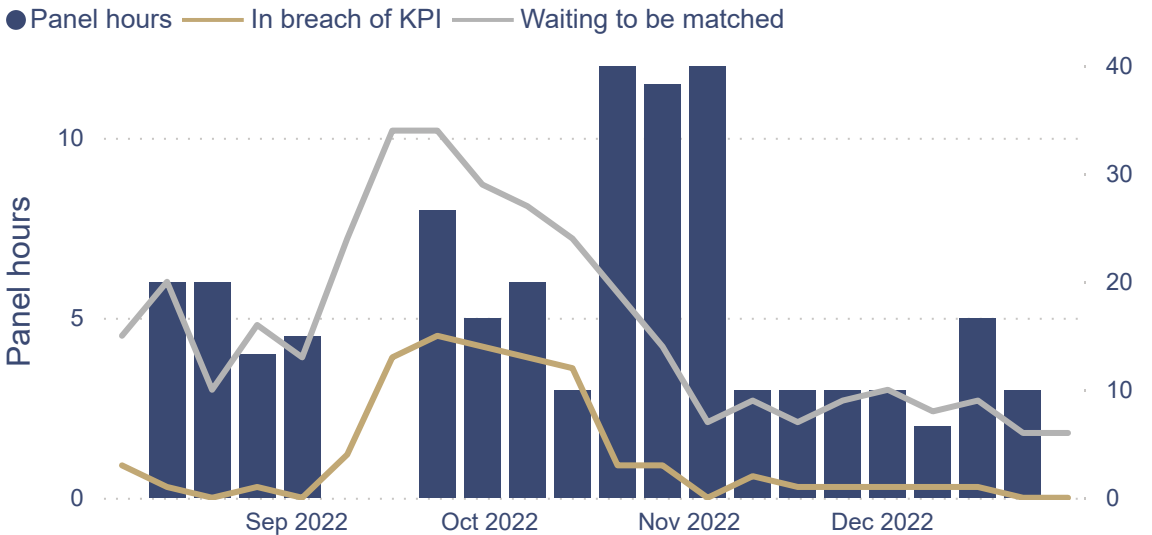
Total live JDs compared to Panel Hours - by Week

● Panel hours — Total live JDs
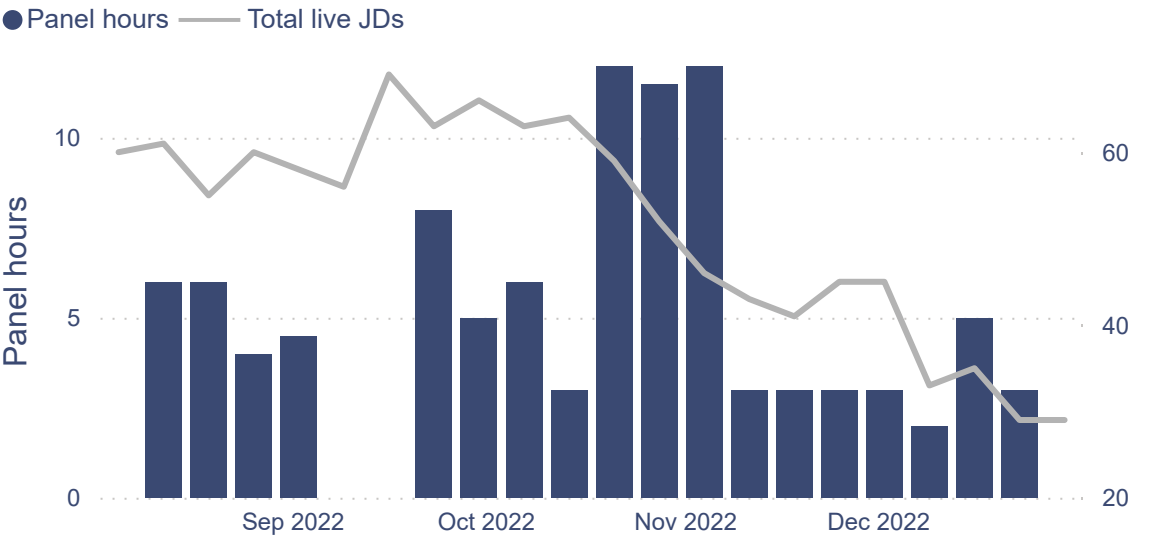
Activity - for Review Outside Panel and KPI breaches by Week

● JDs waiting for review outside panel — In breach of KPI
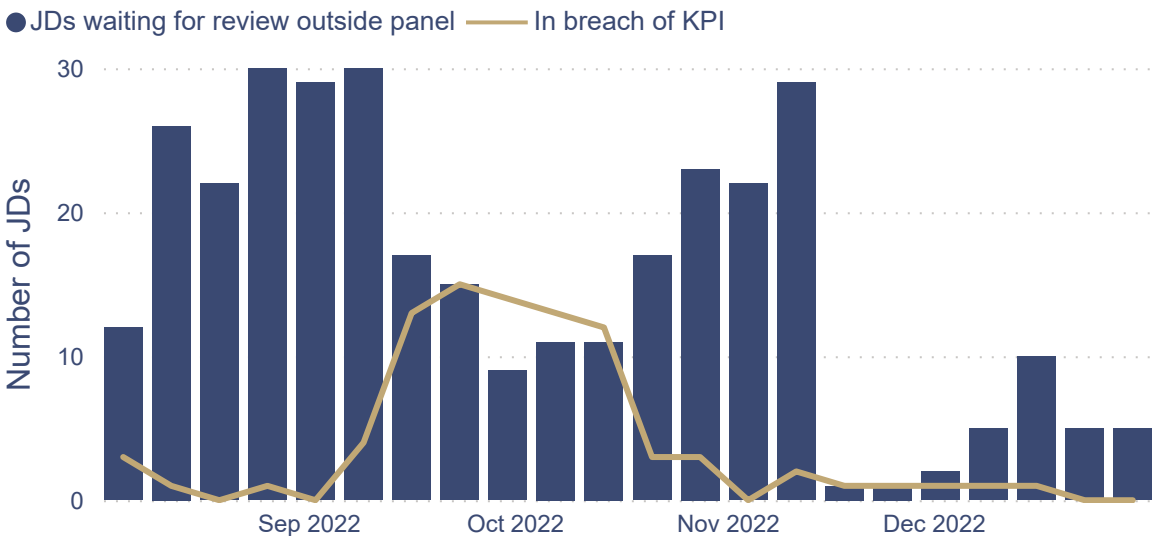
Volume - New and for Review by Week
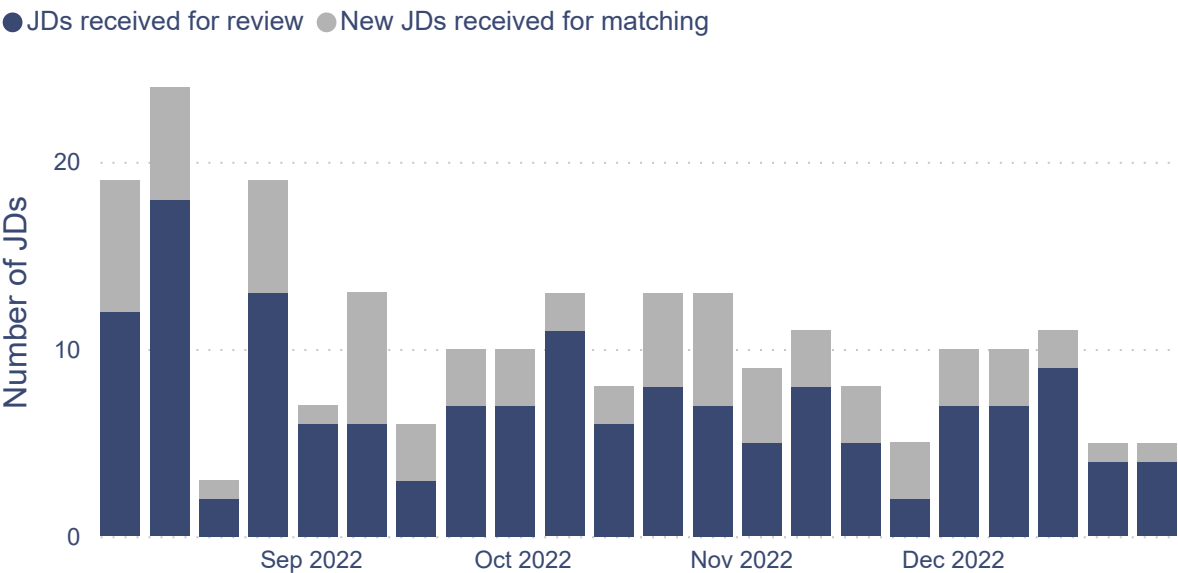
● JDs received for review ● New JDs received for matching

Staff Engagement Year on Year / Month on Month

Year Of Survey ▲	Sent to	Number completed	Response Rate	Engagement Score
2022 Sample in January	1172	269	23.0%	77.0%
2022 Sample in February	1172	237	20.0%	75.0%
2022 Sample in March	1169	242	20.7%	76.0%
2022 Sample in April	1164	242	20.8%	74.0%
2022 Sample in May	1164	215	18.5%	75.0%
2022 Sample in June	1163	216	18.6%	74.0%
2022 Sample in July	1169	184	16.0%	76.0%
2022 Sample in August	1170	199	17.0%	73.0%
2022 Sample in September	1129	201	17.8%	75.0%
2023 Sample in October	940	168	17.9%	72.0%
2022 Sample in November	1305	97	7.4%	74.0%

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

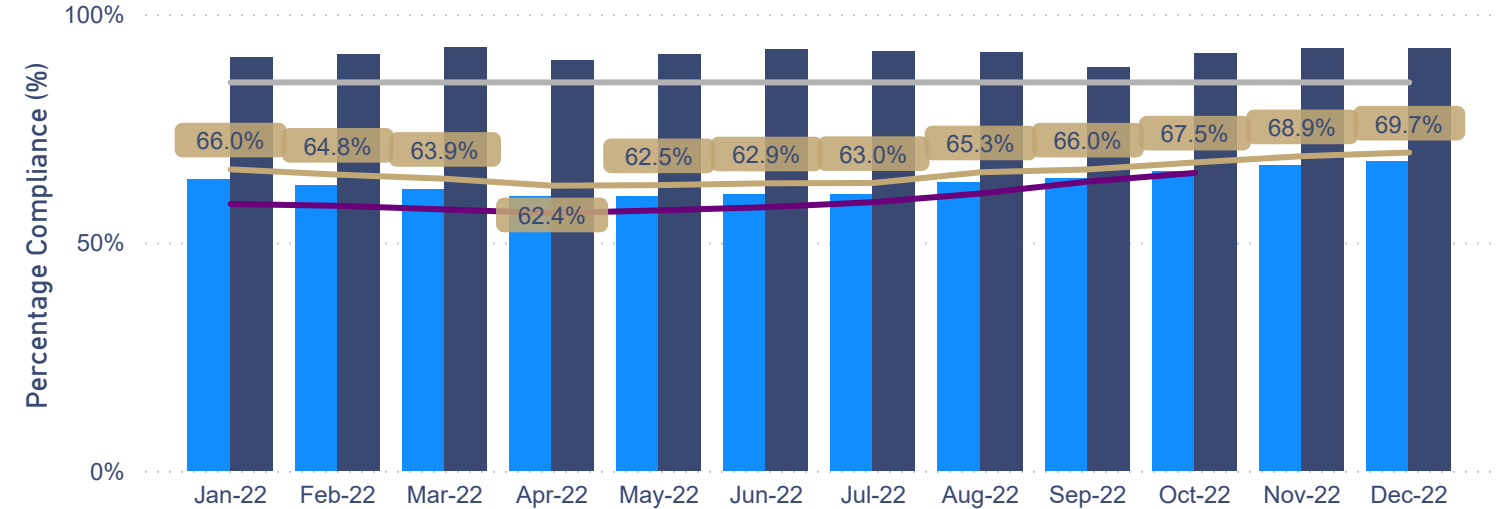**Aug-22**
64.8%

Sep-22
67.2%

Oct-22
63.1%

Nov-22
59.8%

Please Note: Board Outcome Survey (BOS) did not run in December 2022; It is starting anew in January 2023 running from the 1st to the 28th of the month.
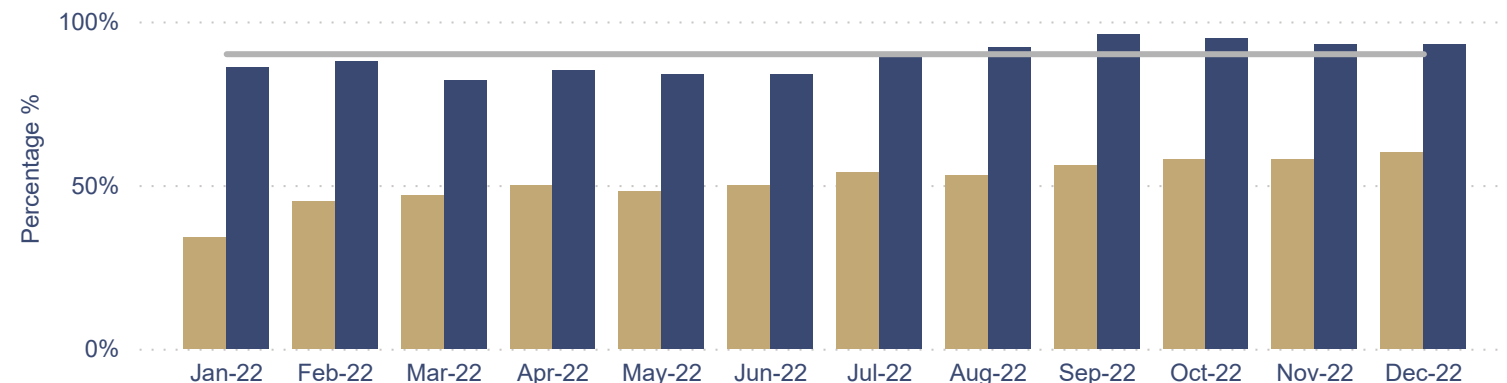
PADR & Medical Appraisal Compliance to NHS Wales Performance and 85% Target

Category ● AfC ● M&D — Combined Compliance — NHS Wales — 85% Target

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

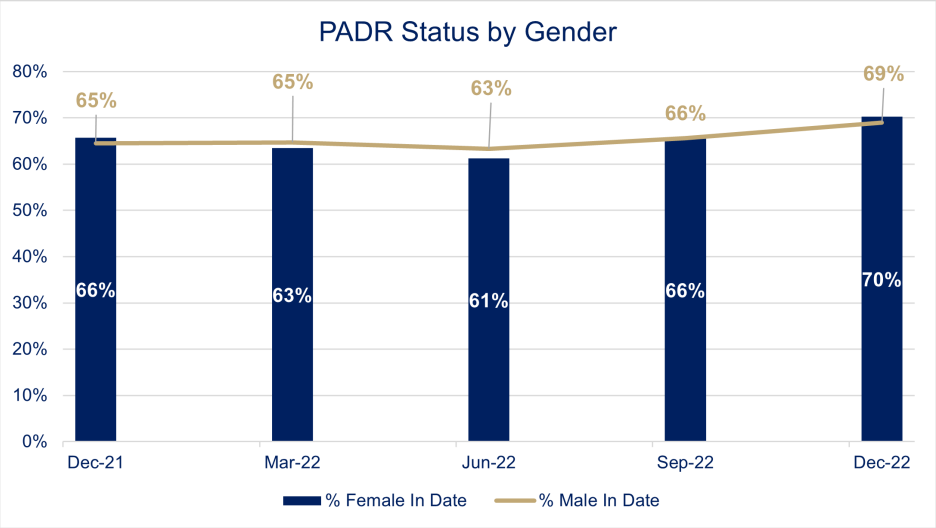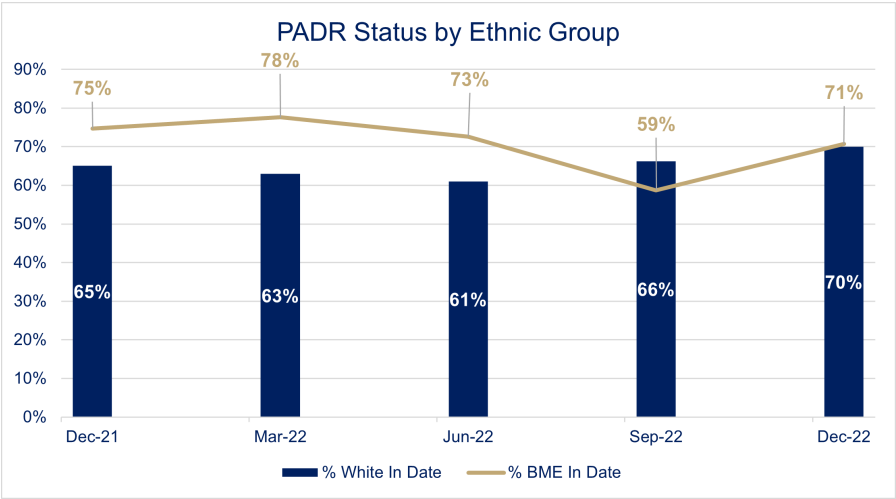● Current Job Plan ● Job Plan — Target
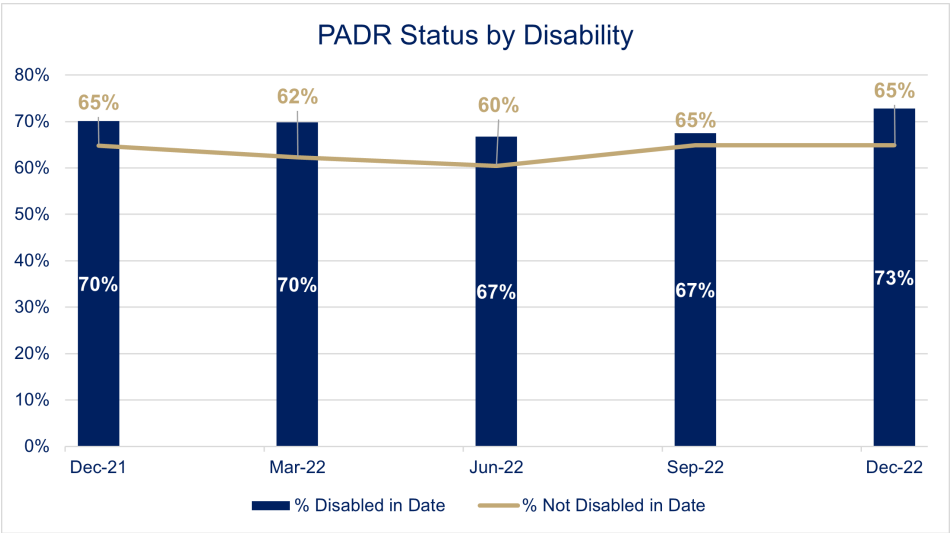
PADR Status by Protected Characteristics

PADR Status by Ethnic Group

BME staff "PADR In Date" rate fell below the rate of those classified as "White" in September with a gap of 7%.

PADR Status by Gender

Male staff "PADR in Date" fell below the female staff rate in both December 2021 & December 2022 by 1%.

PADR Status by Disability

Staff registered as Disabled had either a higher or equivalent "PADR In Date" rate than those staff not registered as Disabled

Sickness levels as at December 2022

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

% FTE Absent In month & Rolling 12M

● % FTE ST Absent   ● % FTE LT Absent   ——— Rolling 12M % FTE
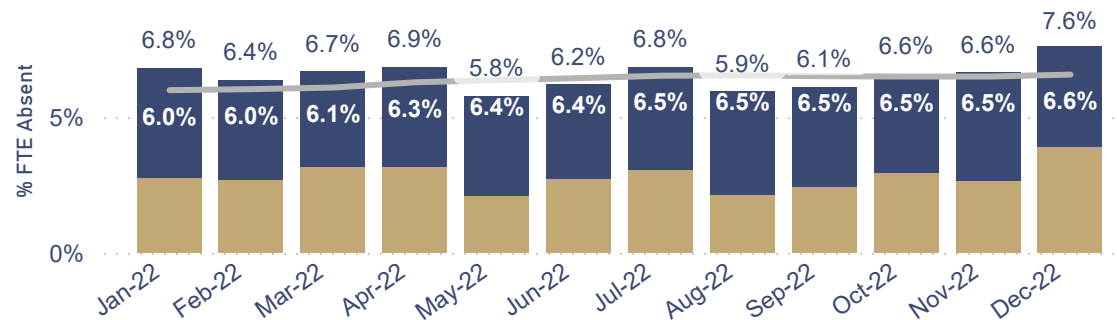
### % FTE Absent in Month compared to previous month and the same period last year

% FTE Absent	Increase/Decrease from Prior Month	Increase/Decrease from Same Period Last Year ▼
7.6%	1.0% ⬆	1.1% ⬆

Absence Reason where Absent FTE % > 0.5%

Absence Reason	Oct-22	Nov-22	Dec-22
S10 Anxiety/stress/depression/other psychiatric illnesses	1.7%	1.9%	1.7%
S13 Cold, Cough, Flu - Influenza	0.7%	0.6%	1.5%
S15 Chest & respiratory problems	0.5%	0.5%	0.8%
S27 Infectious diseases	0.6%	0.5%	0.6%

% FTE Absent Split by COVID, Isolating & Other Sickness

● % FTE COVID Absent   ● % FTE Isolating   ● % FTE Other Absent
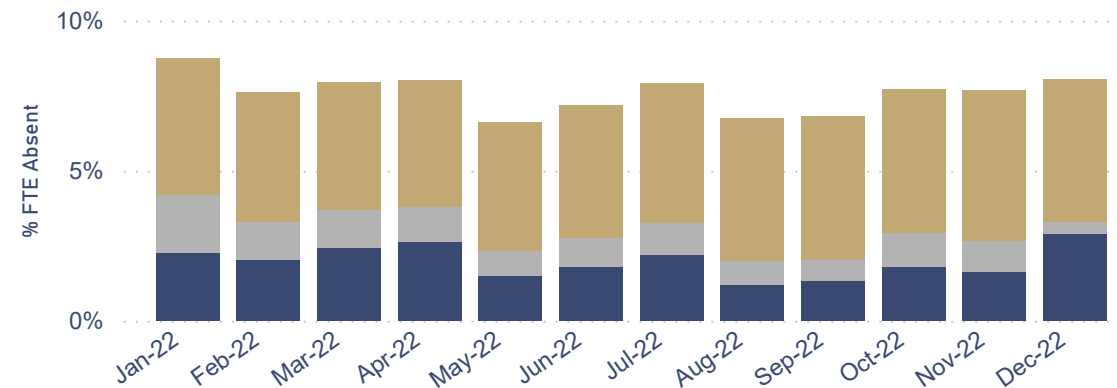
Staff Group	Dec-22 % FTE Absent	Headcount
Nursing and Midwifery Registered	2.5%	1,619
Additional Clinical Services	2.4%	643
Administrative and Clerical	1.1%	1,061
Estates and Ancillary	0.8%	1,312
Allied Health Professionals	0.4%	1,321
Add Prof Scientific and Technic	0.2%	180
Medical and Dental	0.1%	1,415
Healthcare Scientists	0.1%	1,338

12/28

Sickness benchmarking as at October 2022

Please note that NHS Wales Benchmarking figures are currently only up to October 2022 as such the Hywel Dda figures on this page are also as at October 2022.

Sickness absence FTE % October 22 performance compared to other Health Boards and NHS Wales

NHS Wales 7.1%

(Bar chart — Absence FTE %)
- Swansea Bay
- Cwm Taf Morgannwg
- Cardiff and Vale
- Aneurin Bevan
- Betsi Cadwaladr
- Hywel Dda
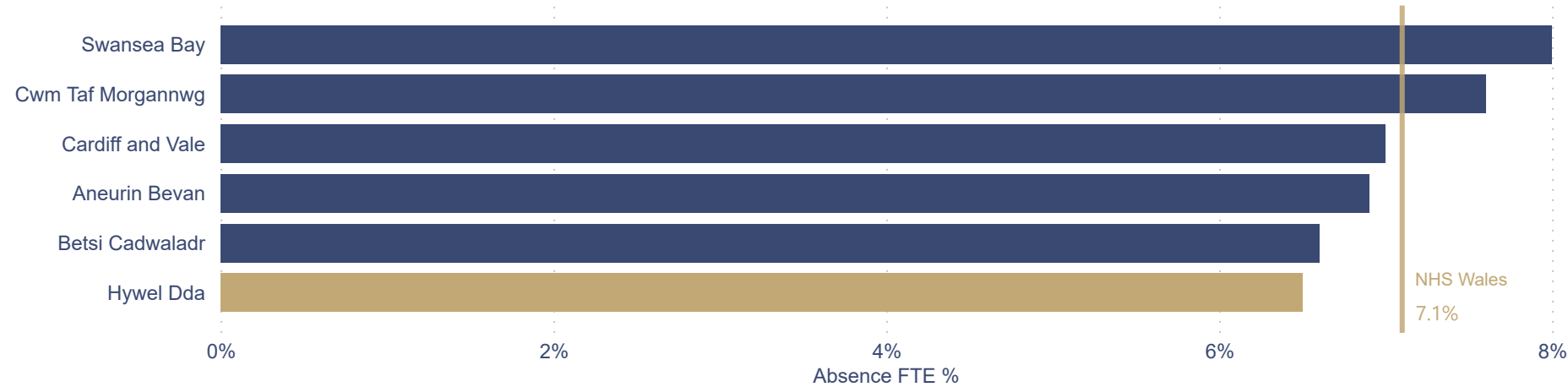
Rolling 12M sickness absence rates Jul '21 - Oct '22

Legend: NHS Wales — Hywel Dda — Aneurin Bevan — Betsi Cadwaladr — Cardiff and Vale — Cwm Taf Morgannwg — Swansea Bay

13/28

23/38

Occupation Health Activity
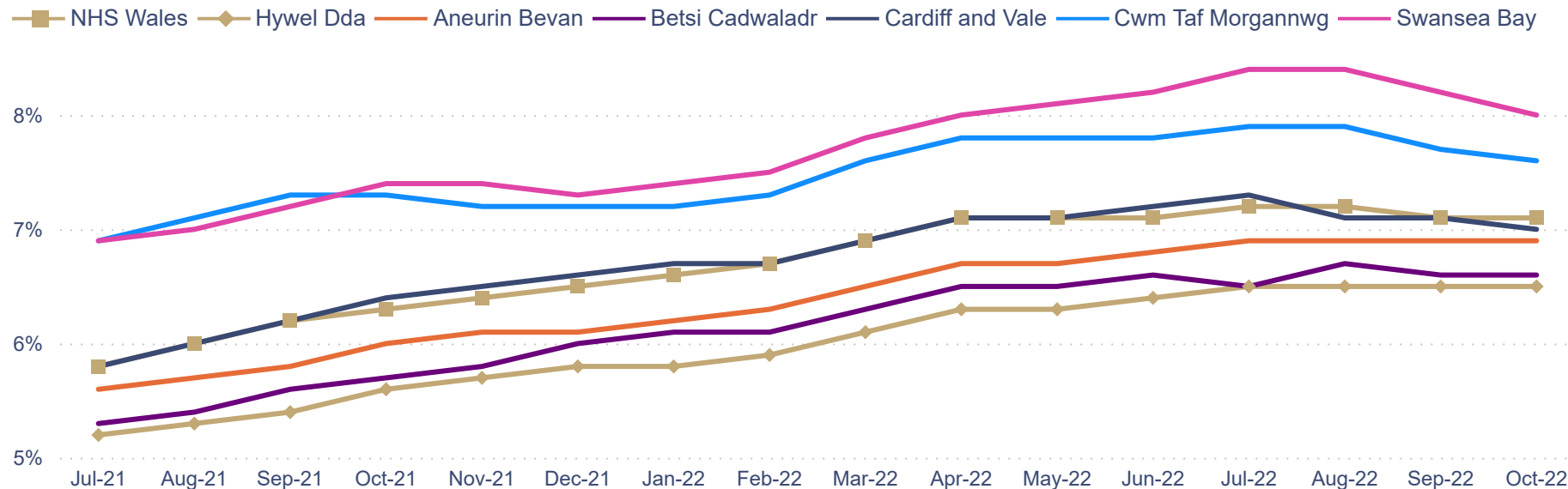
205

Immunisations given

1560

Action point calls received

925

Telephone Requests for advice

282

Pre-employment questionnaire clearance requests

Clearances	Target (Working days)	Performance	Dec-22	Compliance
Occupational Health clearance	5	0-5 Days	184	65%
		5-10 Days	75	27%
		11 Days +	9	3%
Not Cleared Awaiting response			14	

Management Referrals	Target (Working days)	Performance	Dec-22	Compliance
Receipt to triage	2	0-5 Days	107	79%
		5-10 Days	22	16%
		11 Days +	3	2%
Not yet triaged			3	
Receipt to first offered appointment	20	0-5 Days	38	28%
		5-10 Days	59	44%
		11 Days +	11	8%
Not yet triaged			3	
Awaiting Appointment			24	

Self Referrals	Target (Working days)	Performance	Dec-22	Compliance
Receipt to first offered appointment	30	0-5 Days	5	23%
		5-10 Days	1	5%
		11 Days +	16	73%

3

Waiting Times - Nurse (Weeks)

Diary Full

Vacancy as at 27/1/23

Waiting Times - Physiotherapist (Weeks)

6

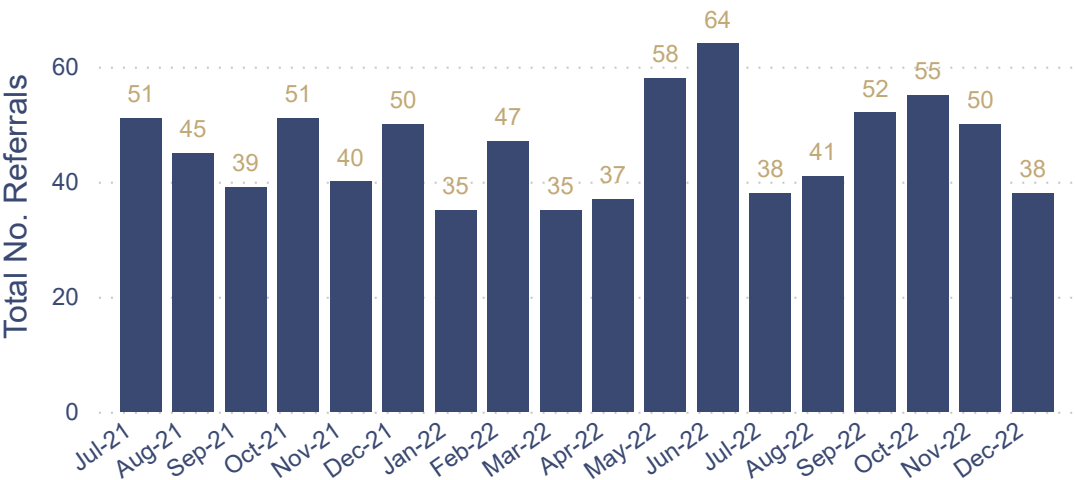Waiting Times - Doctor (Weeks)

Staff Psychological Wellbeing Activity
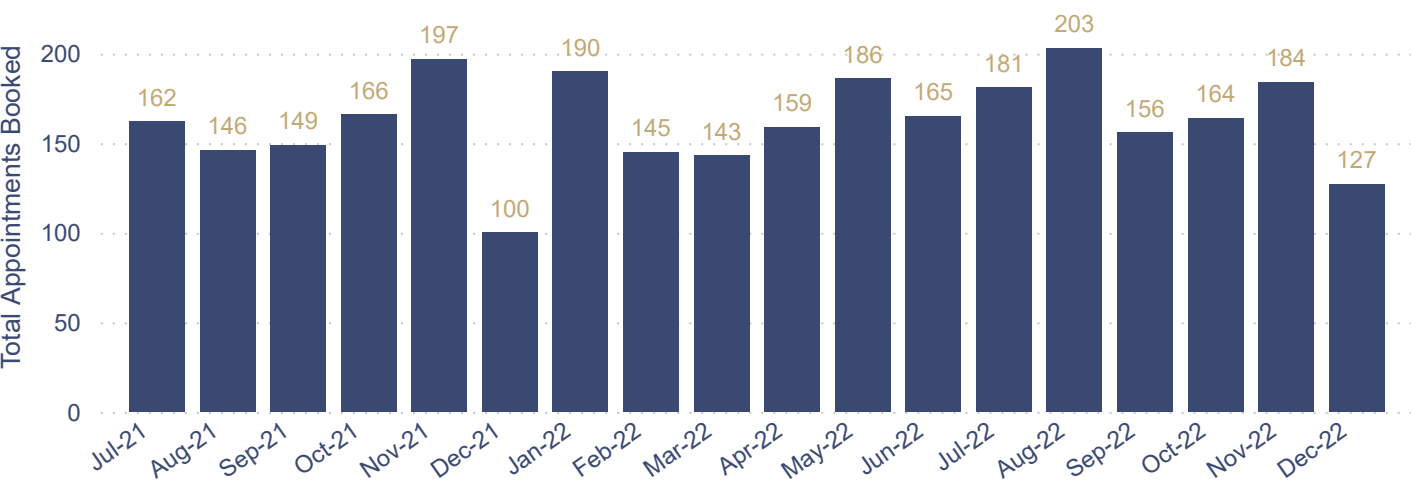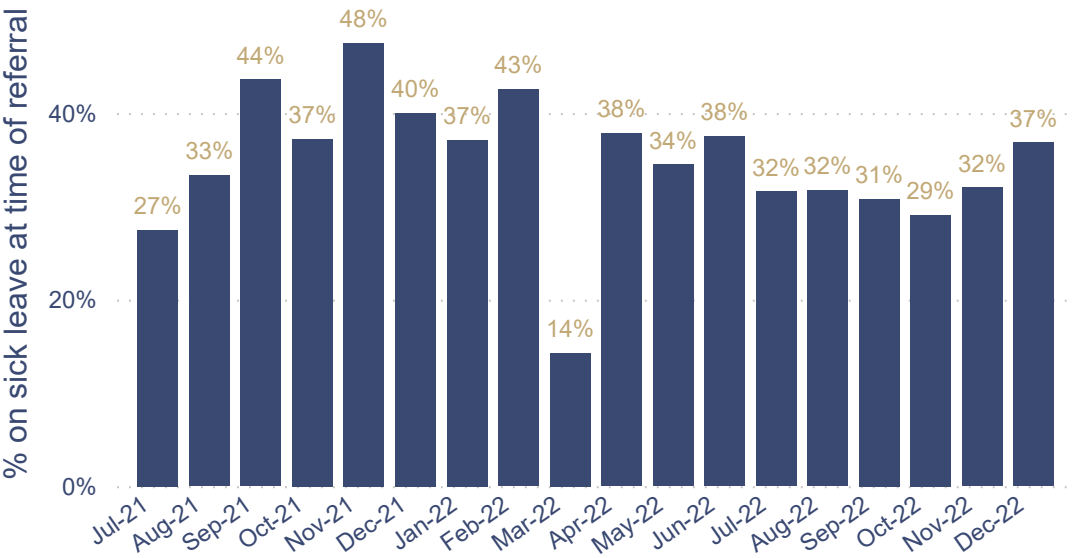
Total No. Referrals

SPWBS Total Appointments Booked

% on sick leave at time of referral

Maximum Waiting Time (Weeks)

Month Name	2021/2022	2022/2023
April		3
May		4
June		4.5
July	2	4.5
August	3	4.5
September	3	5
October	2.5	6
November	3	7
December	5	7.5
January	4	
February	5	
March	5	

Unique SharePoint Viewers

Sep-22
122

Oct-22
125

Nov-22
152

Dec-22
445

Care First Appointments (data sent Quarterly)

Month Name	2021/2022	2022/2023
April		0
May		3
June		1
July	7	3
August	4	2
September	3	1
October	5	4
November	7	9
December	2	2
January	2	
February	3	
March	4	

Career Framework Data
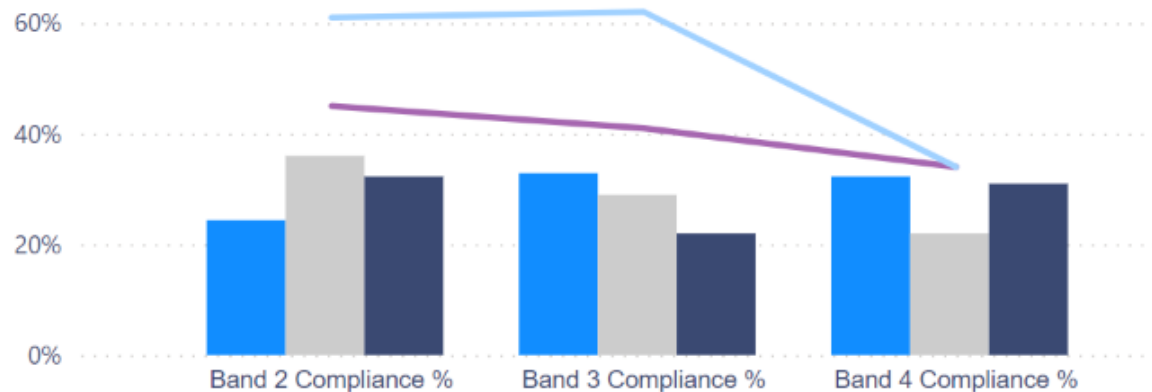
HDUHB annual performance fluctuates considerably due to Covid-19 mass recruitment and changes in system reporting. The data recording mechanism used is now through ESR, providing accuracy for future data collection. The ESR reporting was a pilot for HEIW, with only two Health Boards having reached this milestone.

HDUHB data significantly lower than the "All Wales comparison", this is attributed to data reporting issues in previous years and also lack of structure to collect and record data. We are still awaiting 2020 All Wales data.

L&D continue to cleanse data and input all qualifications towards the framework in ESR, creating one source of truth. A dedicated role is now in place to support services to reach compliance. Qualifications are being developed to allow for Band 4 achievement. Learning & Development attend operational meetings to promote All Wales Compliance against Target.

Career Framework- Percentage with requisite level of health related qulaification.

Profession	% Level 2	% Level 3	% Level 4
Bank Staff (on Bank only contracts)	2.1%	8.8%	37.5%
CAMHS	0.0%	58.3%	100.0%
Dietetics	0.0%	0.0%	0.0%
Nursing & Midwifery	25.7%	33.3%	43.2%
Occupational Therapy	0.0%	36.4%	28.6%
Other Allied Health Discipline	0.0%	0.0%	58.3%
Physiotherapy	0.0%	39.1%	57.9%
Podiatry	0.0%	0.0%	0.0%
Radiology	0.0%	14.3%	0.0%
Speech and Language service	0.0%	100.0%	17.6%

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

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank Staff (on Bank only contracts)	676	14	57	5	8	3
CAMHS	0	0	12	7	2	2
Dietetics	0	0	6	0	1	0
Nursing & Midwifery	1076	277	655	218	95	41
Occupational Therapy	0	0	11	4	49	14
Other Allied Health Discipline	1	0	2	0	12	7
Physiotherapy	4	0	46	18	38	22
Podiatry	0	0	2	0	2	0
Radiology	1	0	28	4	7	0
Speech and Language service	0	0	3	3	17	3
Total	**1758**	**291**	**822**	**259**	**231**	**92**

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Active Volunteers

288

New Volunteers being processed

90

Volunteer Enquiries

County	
Carmarthenshire	94
Ceredigion	71
Pembrokeshire	43

Work Experience - Applications being Processed

147

Work Experience - Placed

38

Volunteer Roles

- Befriending
- Meet & Greet
- Pharmacy
- Department Support
- Gardening

Valued Partnership Initiative

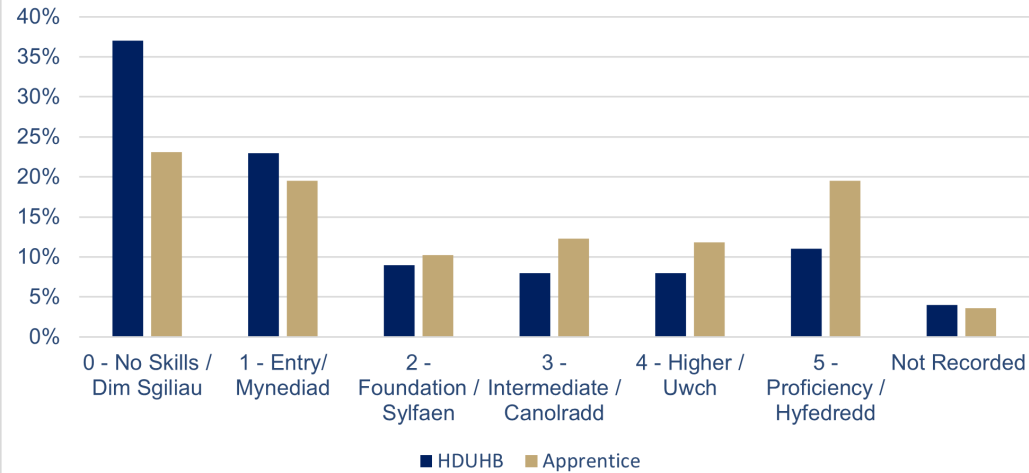| County	Valued Partner Schools				
Carmarthenshire	Ysgol Bro Myrddin	Ysgol Bryngwyn	Ysgol Glan y Mor	Ysgol Coedcae	Ysgol Strade
Ceredigion	Canolfan Aeron	Canolfan Y Eos	Ysgol Bro Pedr	Ysgol Bro Teifi	
Pembrokeshire	Ysgol Bro Gwaun	Ysgol Caer Elen			

Volunteer Interviews

88
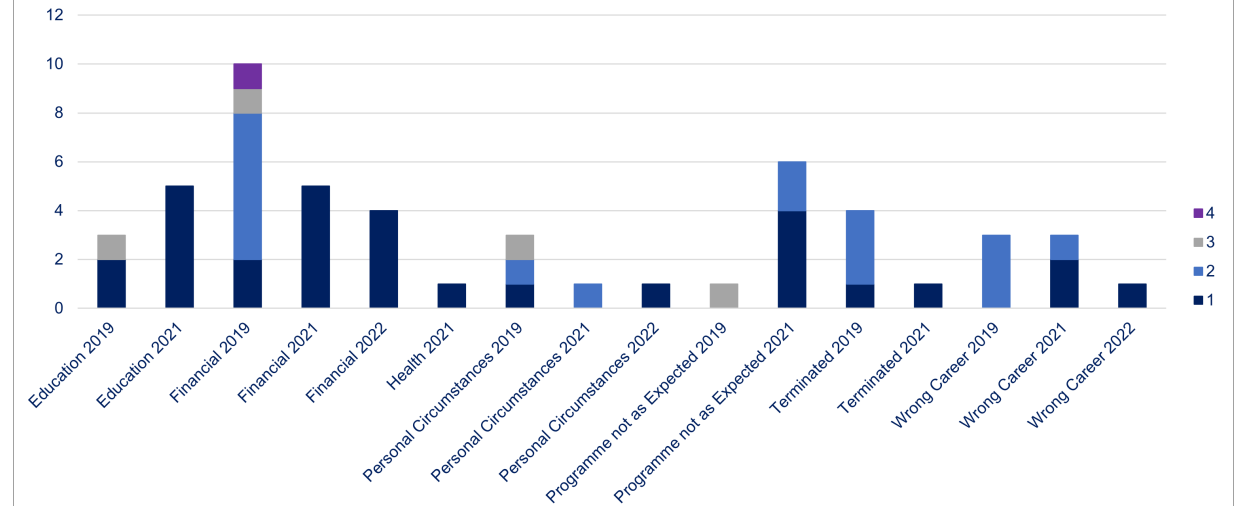
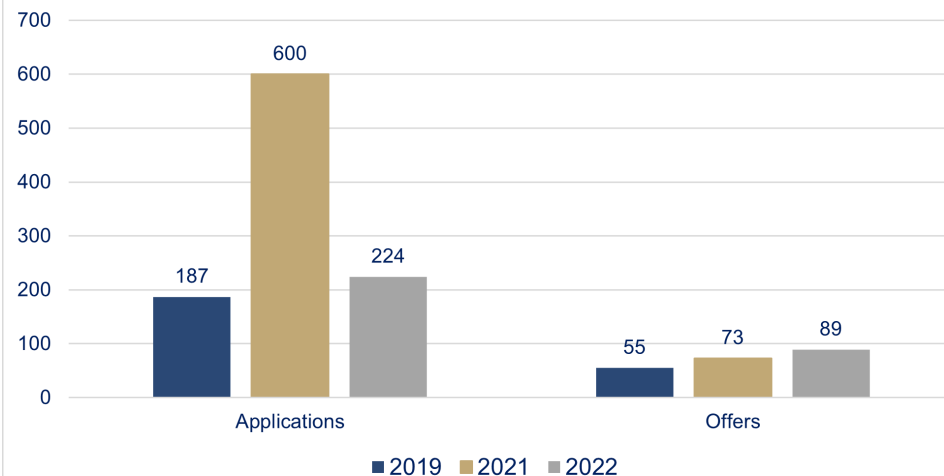### Information Sessions

14

Number of Students Engaged

3751

Welsh Language Skills

Leavers by Reason split by Cohort and the year of the program employees left

Applications to Offers by Year

Apprentice Retention Rate

Cohorts	Current Numbers	Number started	Overall Retention Rates
Healthcare 2019	28	51	55%
Healthcare 2021	35	55	64%
Healthcare 2022	83	89	93%
Patient Experience 2019	3	4	75%
Patient Experience 2021	3	5	60%
Workforce Development 2021	1	1	100%
Digital Services 2021	3	3	100%
Electrical Engineering	3	3	100%
Mechanical Engineering	3	3	100%
Plumbing	1	1	100%
Corporate Governance	2	2	100%

Learning & Development April 2022 - December 2022
Higher Awards

Panel Approved	Full Award Applications	Fees	Module Applications	Fees
Applications Approved	162	384,868	60	72,970
Withdrawn	22		5	
Total	**184**	**384,868**	**65**	**72,970**

Funding Source	Full Award Applications	Fees	Module Applications	Fees
HEIW	58	167,499	20	29,722
Department	29	74,840	14	20,511
Nursing	26	59,129	12	19,896
Study Leave	18	44,198	7	675
Charitable Funds	15	14,410	3	-
WEDSAM	11	5,632	2	-
Not Required	5	19,160	2	2,166
Total	**162**	**384,868**	**60**	**72,970**

Approved Applications by Directorate and year of study

Applications by Staff Group
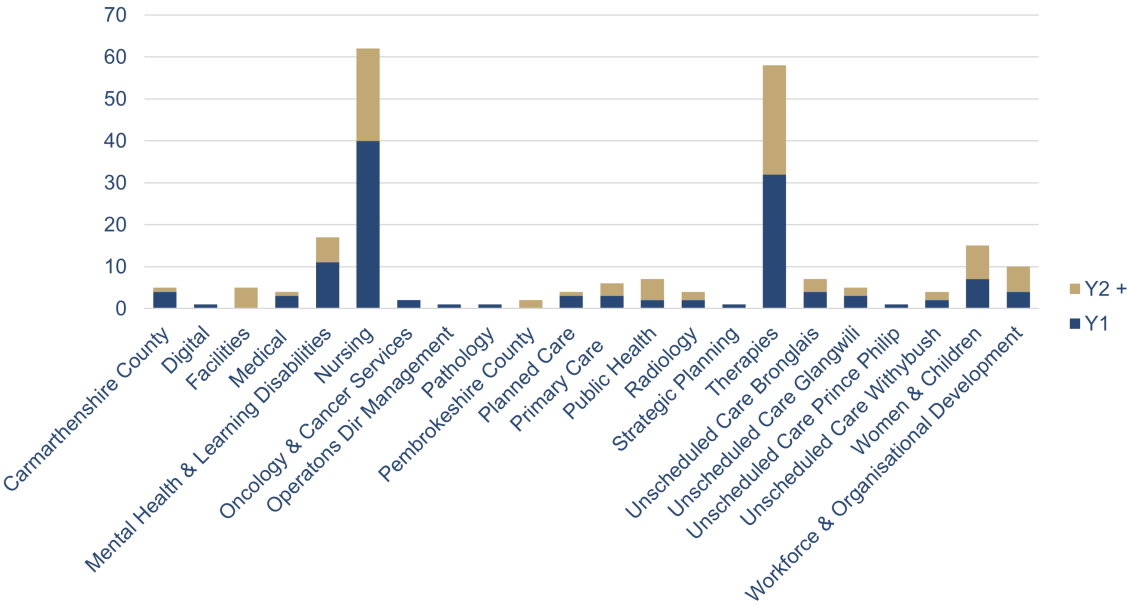
Fees by Staff Group
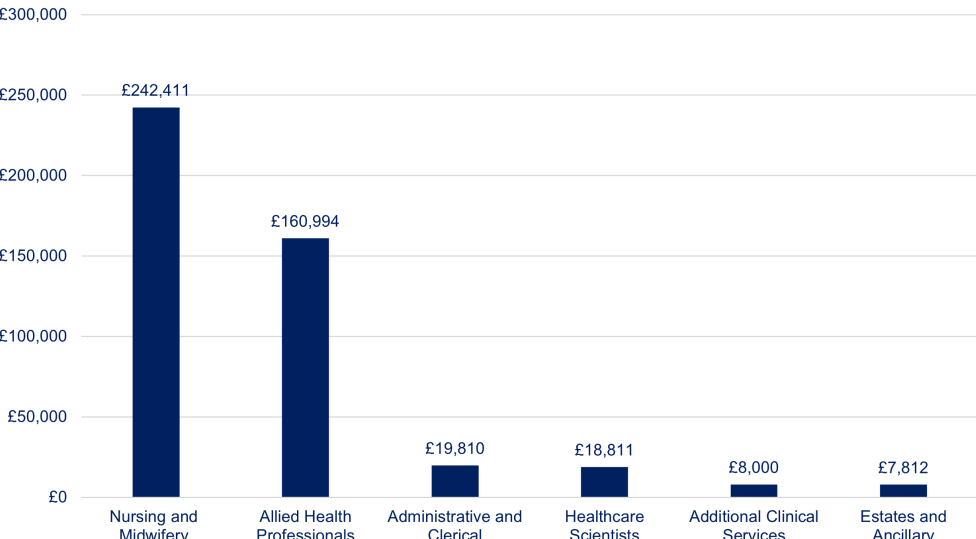
Study Leave

Fees

Requested: £332,414

Approved: £87,977

Applications

Applied: 1078

Approved: 761
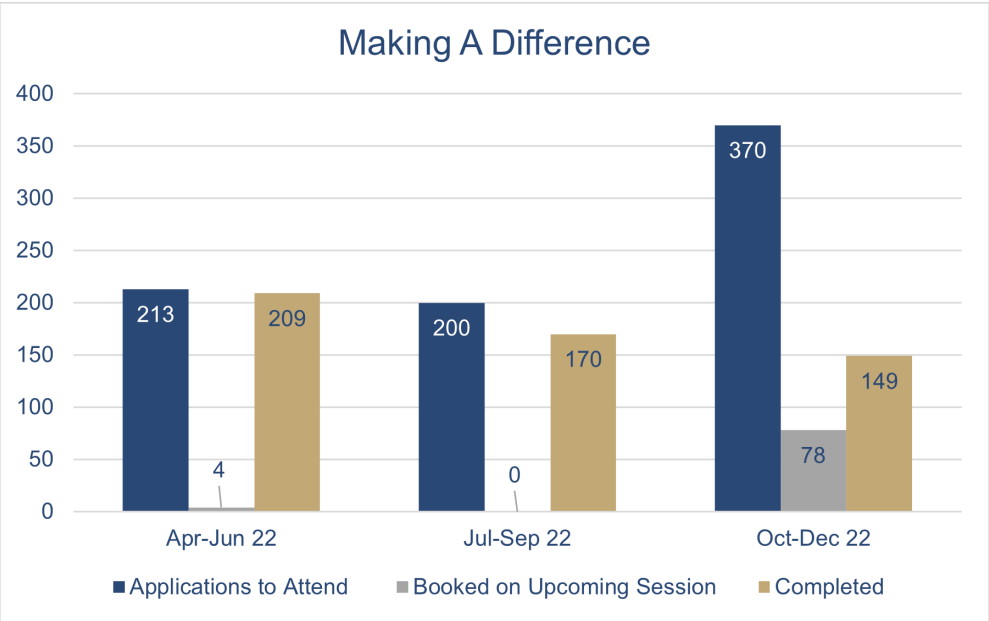
Hours

Requested: 46,619

Approved: 26,294

Making A Difference

	Apr-Jun 22	Jul-Sep 22	Oct-Dec 22
Applications to Attend	213	200	370
Booked on Upcoming Session	4	0	78
Completed	209	170	149

Study Hours by Directorate Approved (Yes) /Declined (No)

Yes No

Directorates: Nursing, Quality & Patient..., Planned Care, Therapies & Health Science, Primary, Community and..., Mental Health & Learning..., Medical Directorate, Public Health, Workforce & OD, Operations

Lifelong Learning Fund

Applications

Applied: 241

Approved: 182

Fees

£16,195

Lifelong Learning Applications by Band

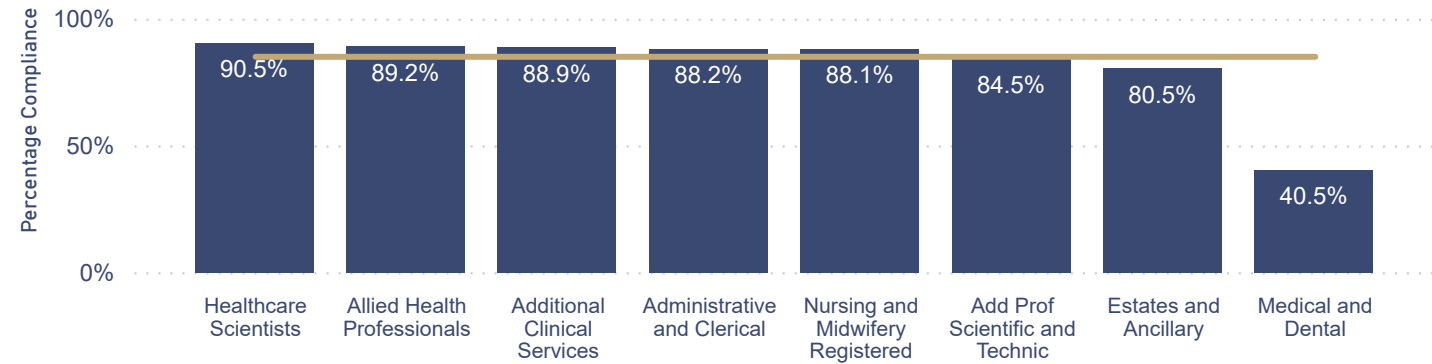| Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9
16	23	30	39	55	52	1	4	1	1	1

20/28
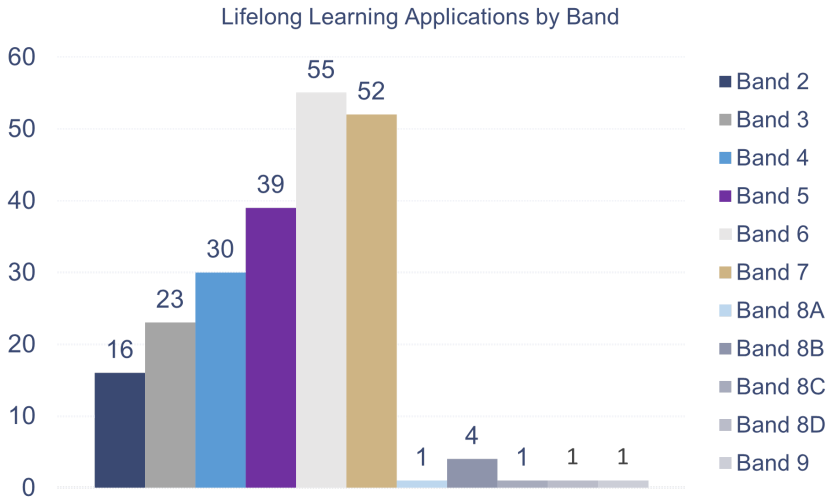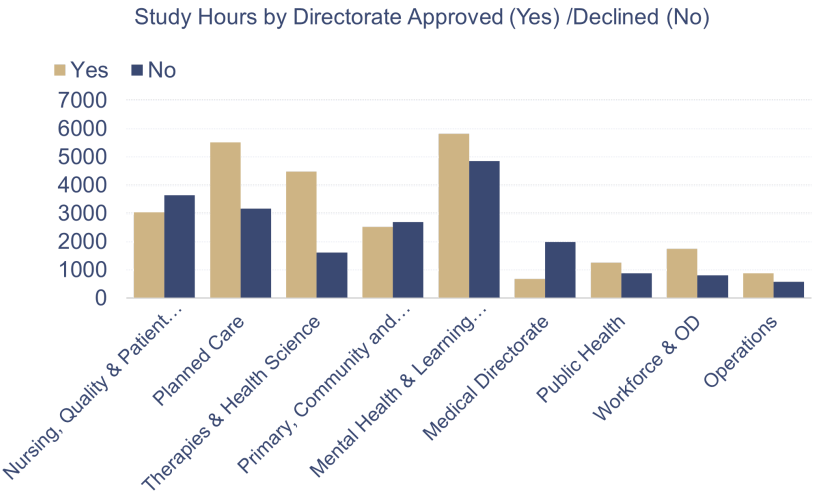
Core Skill Training Framework as at December 2022

Compliance Name	Oct-22	Nov-22	Dec-22
Dementia Awareness	93.3%	93.3%	93.4%
Equality, Diversity and Human Rights	84.4%	85.2%	85.6%
Fire Safety	78.1%	79.3%	79.7%
Health, Safety and Welfare	83.4%	84.2%	84.4%
Infection Prevention and Control	84.7%	84.3%	84.4%
Information Governance	77.3%	77.8%	77.9%
Moving and Handling	74.9%	75.2%	76.3%
Resuscitation	91.0%	91.3%	91.5%
Safeguarding Adults	85.4%	86.2%	86.5%
Safeguarding Children Level 1	84.0%	84.8%	85.0%
Violence Against Women, Domestic Abuse and Sexual Violence	78.8%	79.4%	79.7%
Violence and Aggression Module A	93.8%	93.7%	93.7%
Total	**84.1%**	**84.6%**	**84.8%**

CSTF compliance by Staff Group compared to 85% Target

● CSTF ● 85% Target

Staff Group	Compliance
Healthcare Scientists	90.5%
Allied Health Professionals	89.2%
Additional Clinical Services	88.9%
Administrative and Clerical	88.2%
Nursing and Midwifery Registered	88.1%
Add Prof Scientific and Technic	84.5%
Estates and Ancillary	80.5%
Medical and Dental	40.5%

CSTF compliance by competency name

Competency	% Compliance
Violence and Aggre…	93.7%
Dementia Awareness	93.4%
Resuscitation	91.5%
Safeguarding Adults	86.5%
Equality, Diversity a…	85.6%
Safeguarding Childr…	85.0%
Infection Prevention …	84.4%
Health, Safety and …	84.4%
Violence Against W…	79.7%
Fire Safety	79.7%
Information Governa…	77.9%
Moving and Handling	76.3%
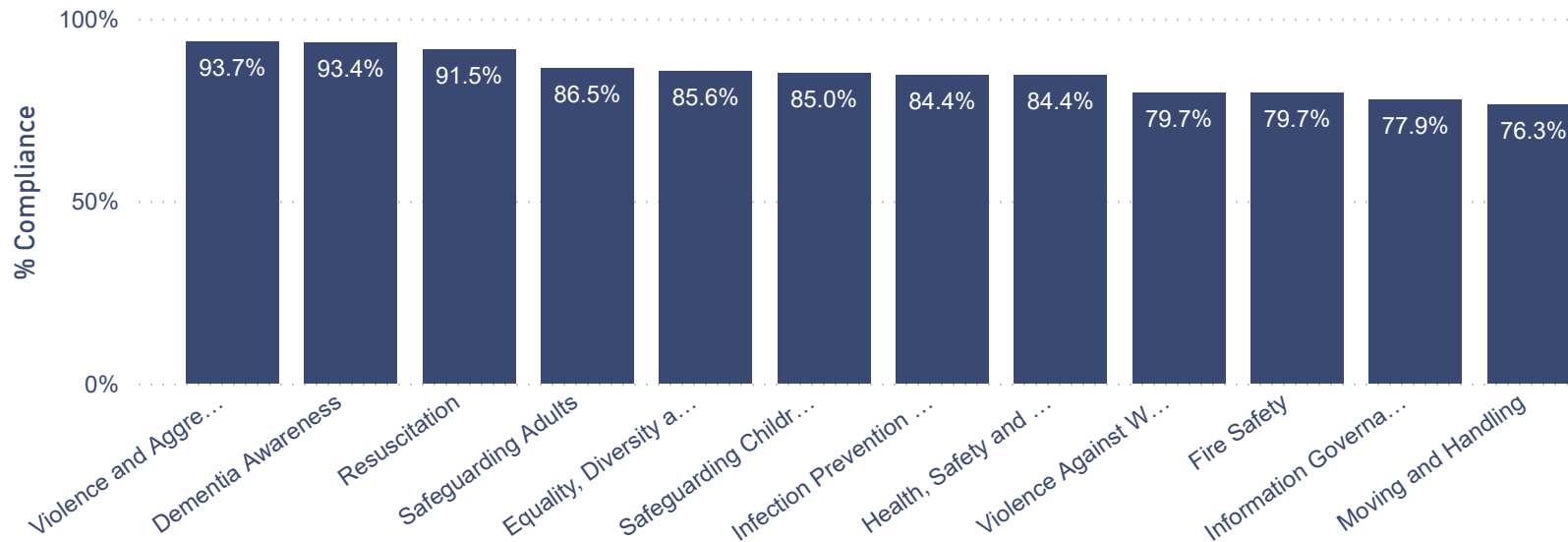
Directorate with < 85% Compliance	Headcount	Compliance
L4: ASST DIR OPS QUALITY & NURSING	23	52.5%
L4: CARMARTHENSHIRE COUNTY	411	84.2%
L4: CHIEF EXECUTIVE	83	74.0%
L4: FACILITIES	1,004	80.5%
L4: ONCOLOGY & CANCER SERVICES	112	84.2%
L4: PLANNED CARE	1,327	79.6%
L4: PRIMARY CARE	198	81.1%
L4: PRIMARY CARE MANAGEMENT	96	84.4%
L4: RADIOLOGY	278	83.3%
L4: STRATEGIC PLANNING	36	79.4%
L4: UNSCHEDULED CARE BRONGLAIS	389	81.6%
L4: UNSCHEDULED CARE GLANGWILI	802	75.8%
L4: UNSCHEDULED CARE PRINCE PHILIP	556	84.8%
L4: UNSCHEDULED CARE WITHYBUSH	594	83.6%
L4: WOMEN & CHILDREN	759	81.6%

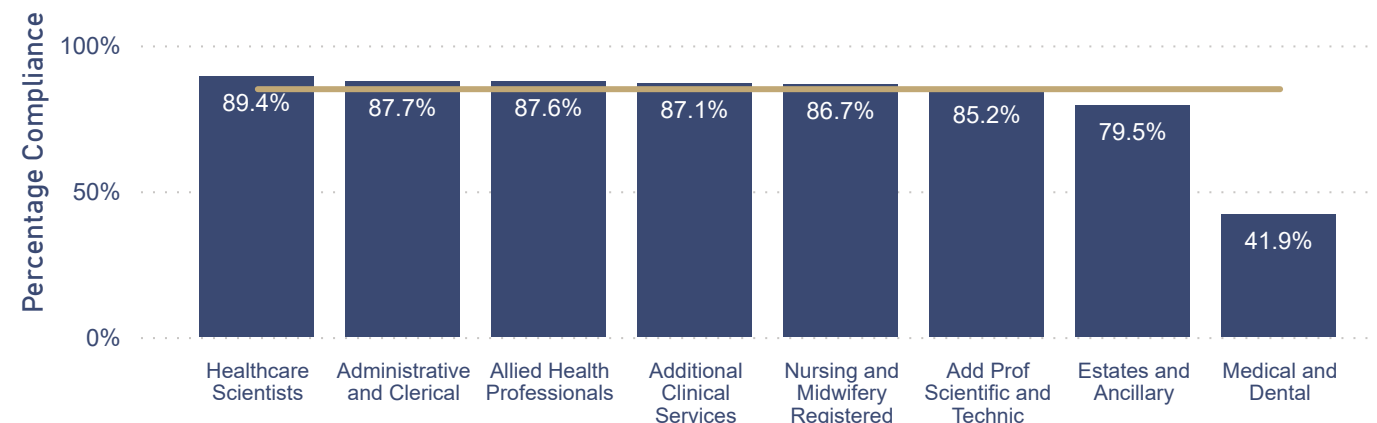# Mandated Training assigned to all Employees as at December 2022

GIG CYMRU NHS WALES — Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Competency	Oct-22	Nov-22	Dec-22
COVID Risk Assessment	65.4%	65.3%	65.2%
Dementia Awareness	93.3%	93.3%	93.4%
Equality, Diversity and Human Rights	84.4%	85.2%	85.6%
Fire Safety	78.1%	79.3%	79.7%
Fraud Awareness	64.3%	67.9%	69.8%
Health, Safety and Welfare	83.4%	84.2%	84.4%
Improving Qulaity Together	85.4%	85.1%	84.6%
Infection Prevention and Control	84.7%	84.3%	84.4%
Information Governance	77.3%	77.8%	77.9%
Listening/Speaking Welsh	96.8%	96.6%	96.6%
Mental Capacity Act	78.6%	79.8%	80.2%
Moving and Handling	74.9%	75.2%	76.3%
Paul Ridd Learning Disability	55.5%	61.0%	63.7%
Reading Welsh	96.4%	96.2%	96.3%
Resuscitation	91.0%	91.3%	91.5%
Safeguarding Adults	85.4%	86.2%	86.5%
Safeguarding Children Level 1	84.0%	84.8%	85.0%
Safeguarding Children Level 2	80.5%	81.2%	81.5%
Violence Against Women, Domestic Abuse and Sexual Violence	78.8%	79.4%	79.7%
Violence and Aggression Module A	93.8%	93.7%	93.7%
Violence and Aggression Module B	91.4%	91.6%	91.8%
Writing Welsh	96.0%	95.8%	95.8%
Total	**82.7%**	**83.4%**	**83.8%**

Total compliance by Staff Group compared to 85% Target

● Compliance ● 85% Target

Staff Group	Compliance
Healthcare Scientists	89.4%
Administrative and Clerical	87.7%
Allied Health Professionals	87.6%
Additional Clinical Services	87.1%
Nursing and Midwifery Registered	86.7%
Add Prof Scientific and Technic	85.2%
Estates and Ancillary	79.5%
Medical and Dental	41.9%

| Directorate with < 85% Compliance	Headcount	Compliance
L4: ASST DIR OPS QUALITY & NURSING	23	56.7%
L4: CARMARTHENSHIRE COUNTY	411	82.6%
L4: CHIEF EXECUTIVE	83	74.7%
L4: FACILITIES	1,004	79.4%
L4: ONCOLOGY & CANCER SERVICES	112	84.4%
L4: PLANNED CARE	1,327	78.7%
L4: PRIMARY CARE	198	80.3%
L4: PRIMARY CARE MANAGEMENT	96	84.3%
L4: RADIOLOGY	278	81.5%
L4: STRATEGIC PLANNING	36	81.8%
L4: UNSCHEDULED CARE BRONGLAIS	389	79.9%
L4: UNSCHEDULED CARE GLANGWILI	802	73.1%
L4: UNSCHEDULED CARE PRINCE PHILIP	556	82.7%
L4: UNSCHEDULED CARE WITHYBUSH	594	82.9%
L4: WOMEN & CHILDREN	759	80.0%

Please note that NHS Wales Benchmarking figures are currently only up to October 2022 as such the Hywel Dda figures on this page are also as at October 2022.

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
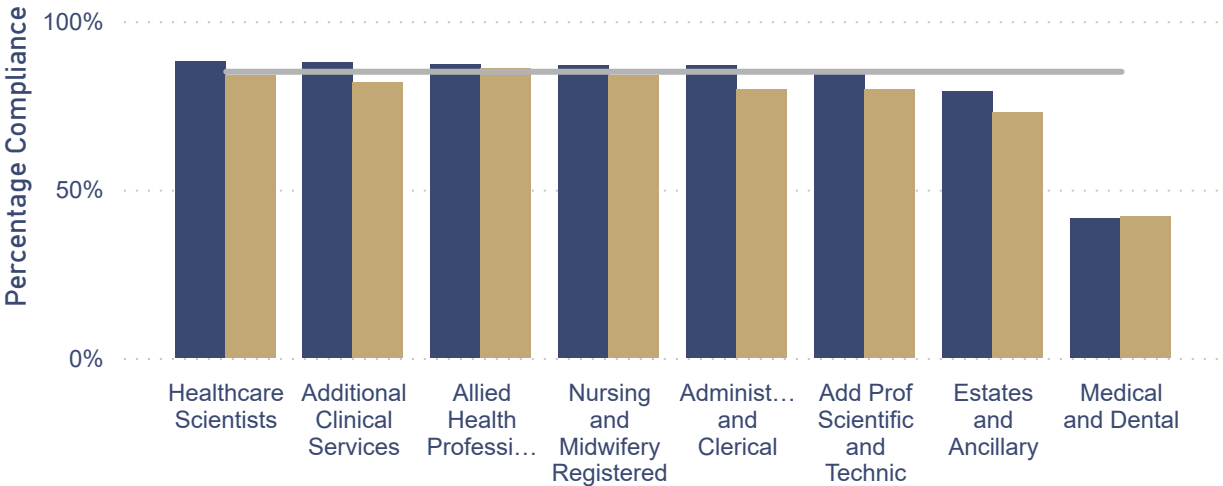• Safeguarding Children
• Violence & Aggression (Wales)

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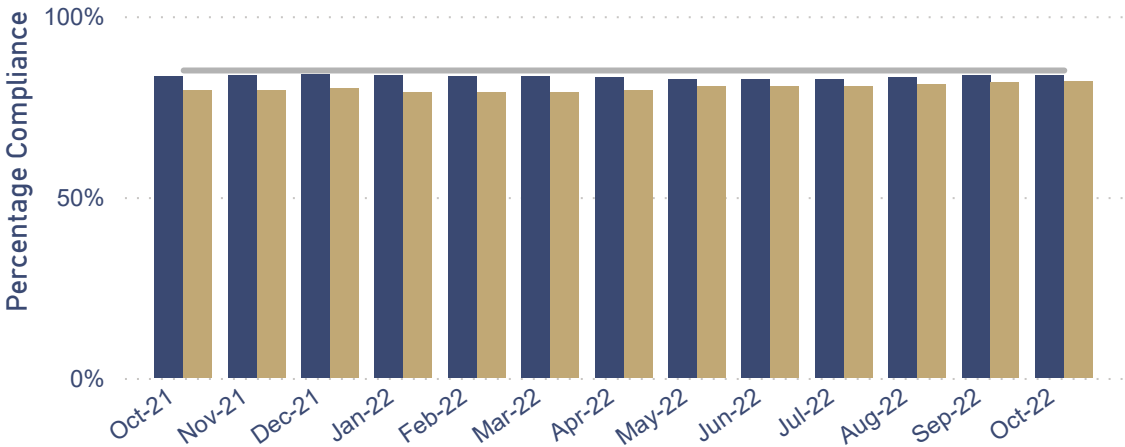
● Hywel Dda ● NHS Wales ● 85% Target

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

● Hywel Dda ● NHS Wales ● 85% Target

23/28   33/38

Directorates with less than 75% of leave taken or booked on ESR as at December 2022 (Excluding Medical and Dental)

Directorates with Less than 75% of Leave Taken or Booked

Level 4 Directorate	% Leave Taken or Booked	% Remaining	Assignments in Area
L4: FACILITIES	39.5%	60.5%	1,097
L4: CEREDIGION COUNTY	48.4%	51.6%	218
L4: ASST DIR OPS QUALITY & NURSING	52.9%	47.1%	22
L4: UNSCHEDULED CARE BRONGLAIS	62.3%	37.7%	355
L4: UNSCHEDULED CARE GLANGWILI	62.9%	37.1%	724
L4: MEDICINES MANAGEMENT	63.0%	37.0%	282
L4: UNSCHEDULED CARE WITHYBUSH	63.2%	36.8%	558
L4: FINANCE	64.0%	36.0%	103
L4: PEMBROKESHIRE COUNTY	64.5%	35.5%	316
L4: UNSCHEDULED CARE PRINCE PHILIP	65.4%	34.6%	527
L4: WOMEN & CHILDREN	66.2%	33.8%	695
L4: CARMARTHENSHIRE COUNTY	66.2%	33.8%	407
L4: PLANNED CARE	67.1%	32.9%	1,115
L4: PUBLIC HEALTH	67.8%	32.2%	491
L4: PATHOLOGY	68.8%	31.2%	258
L4: ONCOLOGY & CANCER SERVICES	71.8%	28.2%	113
L4: CHIEF EXECUTIVE	73.8%	26.2%	70

% Annual Leave Taken or Booked on ESR vs Remaining Balance
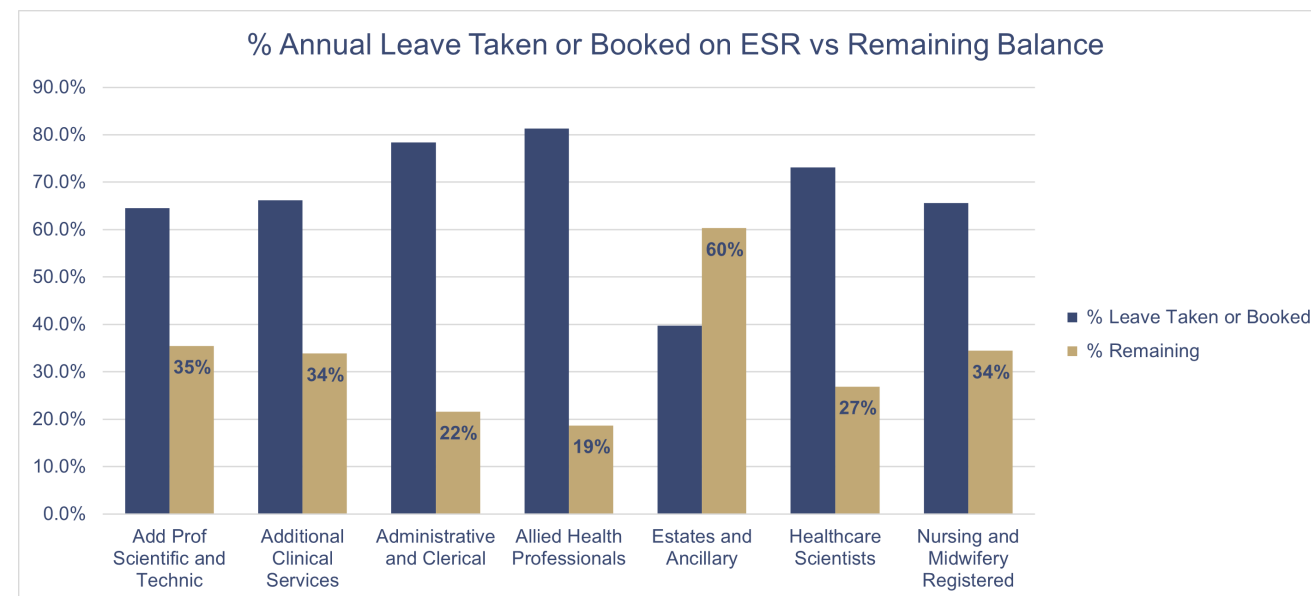
This information has been taken from Electronic Staff Record (ESR); this will include all leave recorded on ESR and the leave taken by staff on electronic rostering systems.

All leave should be recorded using the Electronic Staff Record (ESR) or E-Rosters system as appropriate to the area of work (staff on one of the E-Rostering systems; Rosterpro or Allocate will have their leave entered into the system by their manager).

Some staff groups may use other systems e.g Medical and Dental staff use Intrepid and some Facilities staff record manually.

Significant work has been undertaken between ESR, Payroll and Medical Workforce teams to populate ESR with accrual plans for permanent medical staff on our payroll; as intrepid does not interface into ESR, the team are working to manual update these balances with leave taken as recorded on Intrepid.
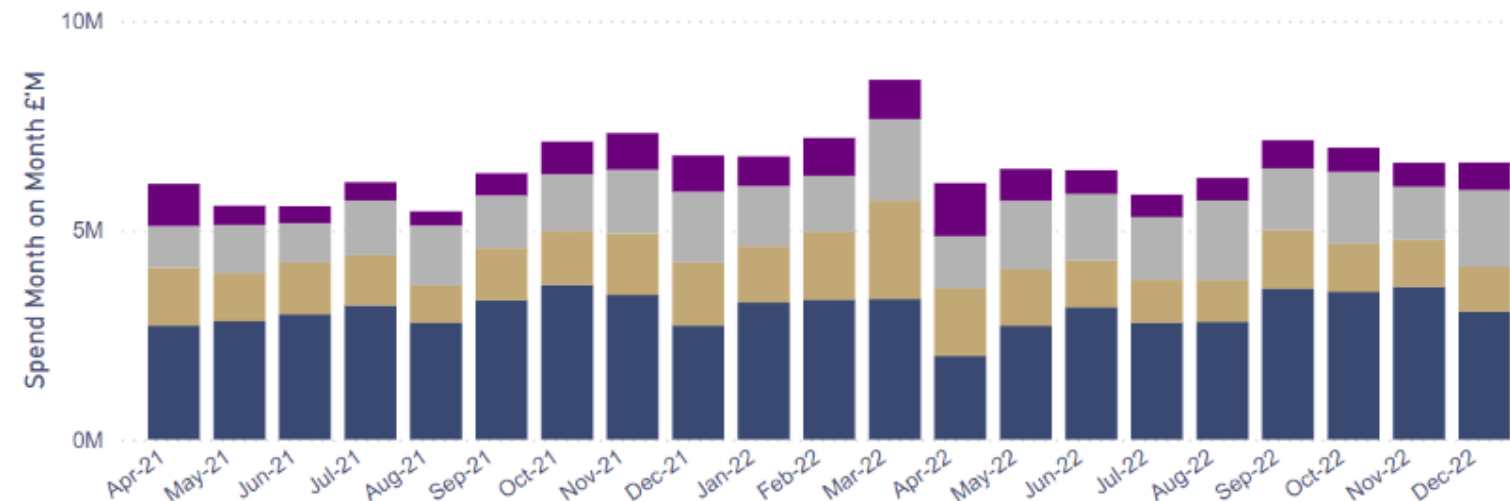
Agency Spend as a percentage (%) of the total pay bill

Month Name	2020/2021	2021/2022	2022/2023
April	3.36%	6.84%	6.46%
May	3.19%	7.04%	6.12%
June	3.45%	7.47%	6.94%
July	3.89%	7.95%	6.42%
August	4.58%	7.01%	6.46%
September	5.07%	6.79%	6.52%
October	5.84%	8.33%	6.94%
November	6.23%	7.77%	9.27%
December	6.07%	7.18%	6.23%
January	6.92%	7.15%	
February	3.98%	7.08%	
March	3.12%	5.13%	

Variable Pay Month on Month

Temporary Workforce Utilisation Month on Month

Organisational Development July - December 2022
Culture & Workforce experience

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board
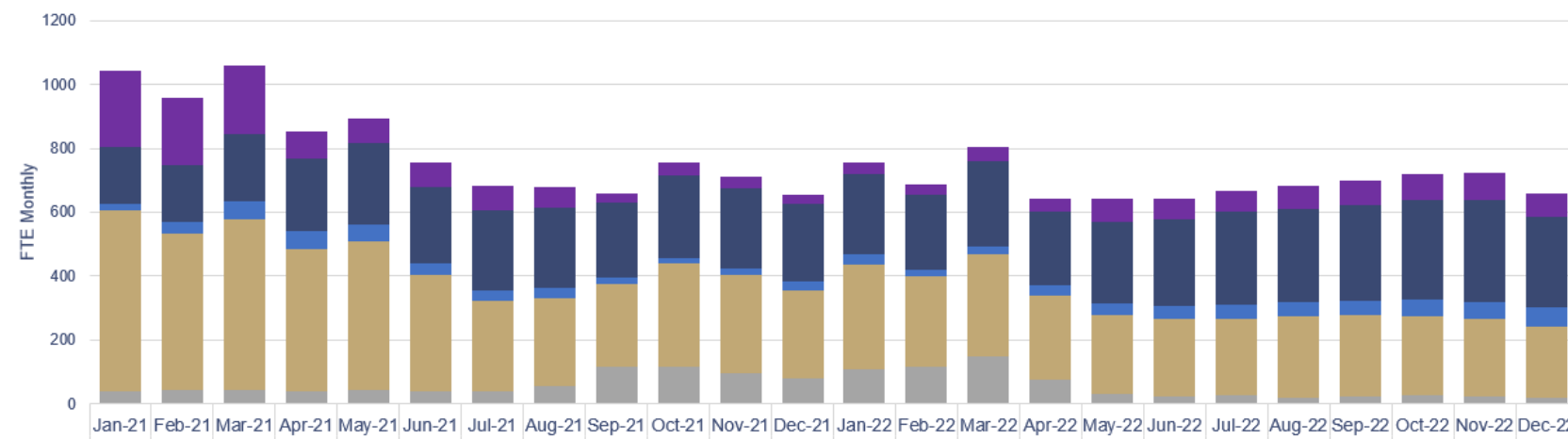
Board Outcome Surveys Completed Month on Month
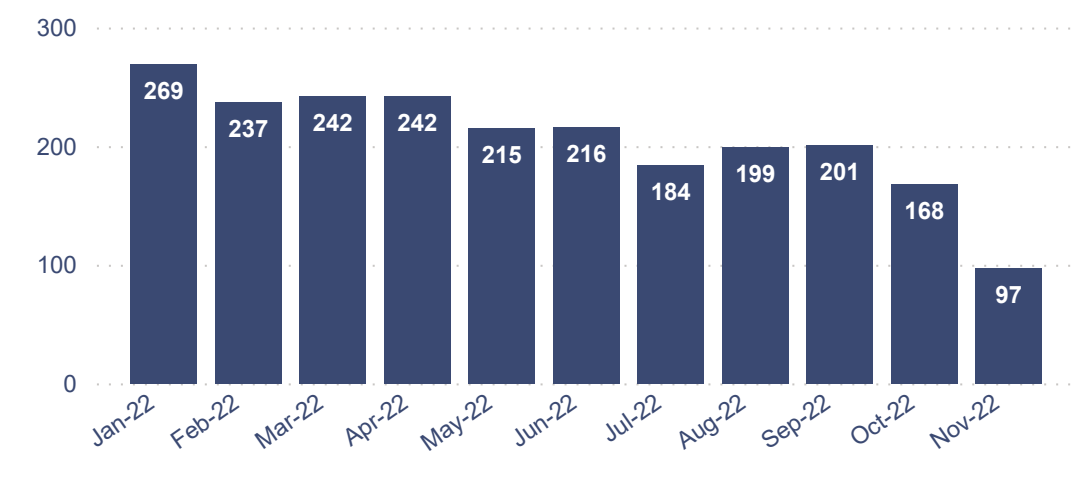
Month	Value
Jan-22	269
Feb-22	237
Mar-22	242
Apr-22	242
May-22	215
Jun-22	216
Jul-22	184
Aug-22	199
Sep-22	201
Oct-22	168
Nov-22	97

Please Note: Board Outcome Survey (BOS) did not run in December 2022; It is starting anew in January 2023 running from the 1st to the 28th of the month.

Retirement Letters

82 personal letters sent

Thinking of Leaving Survey

65 Responses

HAPI Benefits sign up

941 in Jul-Dec

5003 to Date

Board Outcome Survey

Completed to Date: 2536

Spaces for Listening

Staff: 16

Sessions: 2

Reflect & Act

Staff: 21

Sessions: 3

Bespoke CWE Interventions

Staff: 273

Sessions: 16

Values Awareness

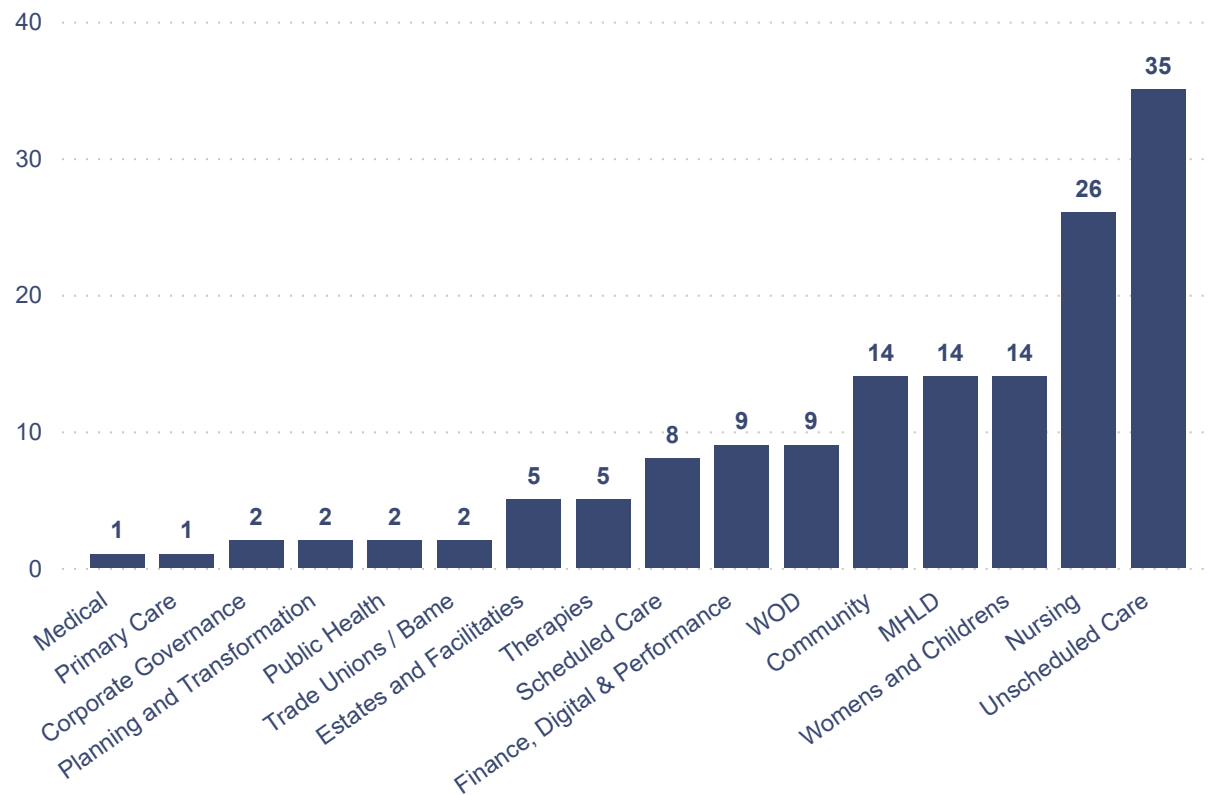Staff: 126

Sessions: 8

Performance Management Training

Staff: 325

Sessions: 24

Exit Interviews/ Questionnaires

Questionnaires: 254

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People and Organisational Effectiveness Teams Reached

We are embarking on a programme of culture change across Hywel Dda. Our new team of Organisation Development Relationship Managers will work as conduits to link our Workforce & Organisation Development teams and our services.

We will work with our services to create People Culture Plans to really drive the culture change from the ground.

Our focus is to build trusting relationships with our leaders, our staff side and our staff. The way we do this will be critical to its success, we are doing this to make every day have the potential to be a good day in work.

Total Teams Reached as at December 2022

149

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Doctors	Participants
Peer Mentoring	31
New Consultant Development	17
Medical Leadership Forum	33
SAS Professional Forum	34

Executive Team & Board Development	
Executive Team Residentials	9
Board Development	22
All Wales Chief Executive	15

Coaching

Receiving Coaching

Staff: 289

Trainee Coaches

Staff: 49

Internal Coaching Network

21

Leadership Development

Research Nurse Development

Participants: 6

Cohorts: 1

Warwick Behavioural Insights

Participants: 24

Cohorts: 1

Leadership Engagement with Awesome People

LEAP

Launching January 2023