

Progress Update Workforce and OD Framework August 2019

Domain - Leadership, Culture and Staff Development	
Areas of action	Progress update
EXCELLENT STAFF EXPERIENCE	
<ul style="list-style-type: none"> • Create opportunities to engage with staff on shaping the future of the Health Board. This will include Leadership Summits, Clinical Strategy engagement, 'Meet the Exec Team', increased visibility on the ground and via social media platforms, Blogs and Vlogs. • Develop our approach to supporting staff who have raised concerns. • Undertake listening sessions with departments to understand issues and produce ideas for improvement and feedback for action planning. We will use a variety of methodologies to listen to staff including 'In our shoes'. • Work in partnership with delivery units on the results of the 'NHS Wales 2018' Staff Survey to develop clear plans to act, engage and communicate with staff. Respond to the ministerial mandate; working with colleagues across Wales to develop an approach to address concerns raised within the survey as part of our commitment staff wellbeing. 	<p>Meet the Exec Team staff engagement sessions took place at:</p> <ul style="list-style-type: none"> -Singleton (at the end of May) -Tonna Hospital (in June) -Morrison in July on a Saturday morning in response to requests for alternative times -Gorseinon Hospital (August) <p>Supporting Staff raising concerns</p> <ul style="list-style-type: none"> • NHS Wales Staff Survey Results 2018 highlighted the need to focus on addressing bullying within the Health Board. Subsequent blogs issued by the Chief Executive and Director of Workforce & OD resulted in numerous comments from staff around the need to take action, enabling staff to speak up in a confidential way and the importance of resolution. • In listening to staff feedback, important features of a raising concerns service included impartiality, independence, accessibility and responsiveness. • During November 2018 the Staff Experience Team took over the monitoring of the raising concerns inbox under the All Wales 'Procedure for NHS Staff to Raise Concerns', adopted by partnership forum in January 2018. • No infrastructure in place to monitor, respond or support staff (abm.raisingconcerns@wales.nhs.uk). This created risk to staff, patients and the organisation and was not a sustainable solution. Between November 2018 and May 2019, 5 concerns were raised via this internal route • Experience and best practice sought from NHS England where Freedom to Speak up is mandated. This enabled design of service

	<p>specification and testing of the market for a provider via the tender process.</p> <ul style="list-style-type: none"> • Multidisciplinary panel including board trade union representation resulted in tender being awarded to The Guardians Service Ltd. • Service launched on 13th May 2019 for Staff to raise any work related concerns independently and confidentially. • 1 year pilot to test the benefits for Swansea Bay, its staff and patients • Does not replace existing services i.e. Unions, HR, Wellbeing, chaplaincy – provides an additional avenue • Intensive communication strategy developed to launch and continually promote the service which is on-going • Malcolm Stammers & Claire Burke appointed as the 2 dedicated Guardians for Swansea Bay – external to NHS, Health Board and catchment area • Monthly reporting of activity and trends to Hazel (and Tracy), 8-weekly to Emma Woollett has commenced • 16 contacts have been made to date since launch (over double that received by Staff Experience in the 7 months they were covering the internal raising concerns inbox) • Activity reporting currently being fine-tuned with quarterly reports to Partnership Forum and LNC, 6-monthly to SLT, Audit Committee and Exec Board planned. • Appointment of Investigating Officers to support enhance processes and improve the timeliness of ER Cases being processed – commenced in post 12th August 2019.
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	<ul style="list-style-type: none"> • ACAS Training focusing on Appropriate Behaviours in the workplace started in December 2018. So far 18 sessions have been delivered, with 12 more to come by the end of 2019. <p>Undertake listening sessions with departments to understand issues</p> <ul style="list-style-type: none"> • To date, more than 600 colleagues have taken part in the programme. • The programme is now part of Managers Pathway and will be delivered quarterly, starting in October 2019. • Launch of #LivingOurValues Campaign at Leadership Summit on 18th July 2019. • Campaign strengthens other ongoing work such as the People Management Skills workshops, which includes ACAS Training and supporting staff to feel safe in raising concerns through the launch of The Guardian Service Ltd. • An opportunity to reinvigorate the Values for Swansea Bay Health Board, and create a culture which supports the best possible staff and patient experience. • This forms part of all of the work undertaken within Staff Experience & OD and overlaps with the bespoke team development programmes run across Learning & OD and Staff Experience & OD e.g. Bespoke sessions delivered in Facilities reaching 50+ staff on the values and how to live values. • Board Development session organised on the 27th of June. Board members shadowed members of staff and then took part in an action learning set to feedback share and make actions. • Staff Stories delivered at Board by Apprentices. Plan to develop staff stories videos with 2 members of the Staff Experience Team scheduled to receive training on digital story telling in September 2019.
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NHS Wales 2018' Staff Survey

- ABMU took part in the NHS Wales Staff Survey 2018, which encompassed views of **4,086** staff members, our highest response rate to date.
- The results of this survey were published in September and highlights were presented to the Health Board, Executive Team and Partnership forum during September and October 2018.
- Commitment to take action was a strong theme arising from the survey.
- Staff Experience & OD Team undertook a series of steps to raise awareness, create ownership, involvement and engagement which would help the organisation, teams and individuals to identify and prioritise actions linking to key themes emerging from the survey results.
- An organisational approach was taken rather than a unit specific one and the #ShapingABMU (now ShapingSBUHB) movement was created which gave colleagues the opportunity to shape and influence ABMU's future in the topics of wellbeing, leadership and innovation. These three topics were informed by the NHS Wales Staff Survey results, ABMU's priorities known at the time, and also by the Staff Experience Strategy.
- Engagement took place during October, November and December, using a variety of methodologies to promote accessibility and capture what matters most to staff. The plan involved:
 - Collating the themes from the Chief Executive #Shaping our Future / staff engagement events
 - Holding staff workshops during November to listen to ideas to enhance the staff and patient experience at ABMU in wellbeing, innovation and leadership, and
 - Arranging "open walking galleries" (in person and virtual via electronic questionnaire) to feedback key themes from workshops and invite colleagues to pick their priority areas for action

	<ul style="list-style-type: none"> • Over 300 voices contributed and were heard during this process, which resulted in the most popular ideas being draft into a high level set of actions as detailed in the attached questionnaire. • An up-date along with the high-level actions were presented to Executive Team in February 2019 and were fully supported, however the request was made for Staff Experience & OD to consult, test and pilot the ideas and actions further • Further consultation and engagement then took place during March and April 2019 both virtually and in person using the attached questionnaire as the vehicle to reach widely across the Health Board. All Unit Senior Team Meetings were attended to ensure involvement and ownership, presentations have been delivered at Team Briefs, which have subsequently resulted in departments coming forward to undertake pilots and large-scale events have been attended to consult and promote further, including the IMPACT Therapies Conference and Mental Health & Learning Disabilities 'Engage for Change' Conference • In May 2019, the attached communication was published detailing all of the actions that had been undertaken since the staff survey results were published and since further actions have been taken forward such as the launch of the #LivingOurValues Campaign at the Leadership Summit on 18th July 2019. • Working with NPTH nurses to pilot flexible work arrangements (i.e. moving to longer shifts) for Wards C, D, and E. Partnership started on 14th August, Working with Outpatient Physiotherapy team at Singleton who have started wellbeing activities on a monthly basis and working with Patient Feedback on piloting a wellbeing passport to start in September 2019.
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Awards and Recognition

- Continue to deliver a 'Staff Recognition Programme', including long service awards, patient choice awards, and staff recognition events. Thanking individuals and teams through a range of events led by and organised by the Service Delivery Units and Corporate Departments.

2018:

Patient Choice Awards

- 6 events across 5 sites
- 148 individuals recognised
- 45 teams recognised
- 84 patient nomination

Long Service Recognition

- 119 staff attended the event held in October 2018
- Total of 3,478 years' service in attendance and recognised

Chairman's Awards & NHS@70 Celebrations

- Held on 5th July 2018 to coincide with the 70th anniversary of the NHS
- 225 nominations received against 10 categories
- 1,792 individuals casting a total of 9,083 votes to select winners
- Over £7,000 in sponsorship raised
- £1,122.06 raised for Golau on the night

NHS@70

- 70 Faces Project – 213 staff photographed for a banner representing disciplines across the Health Board - comprised of individuals & teams
- Lamp Relay – 69 staff members took part covering a total of 96.4 miles
- 14 Music Festivals
- Time Capsule – unveiled in March 2019 to commemorate ABMU Health Board and its staff

2019:

Chairman's VIP Awards

- Held on 6th June 2019

	<ul style="list-style-type: none"> • 191 nominations received • 1,350 individuals casted a total of 5,726 votes for the winners • £11,050 raised through sponsorship • 19 category winners including Medical Trainees of the year <ul style="list-style-type: none"> • 9 individuals • 10 teams • 22 highly commended <ul style="list-style-type: none"> • 14 individuals • 8 teams • (Medical) Best trainee awards embedded in the Chairmans VIP Awards for first time and rated against values and behaviours in shortlisting <p>Patient Choice Awards:</p> <ul style="list-style-type: none"> • New posters and nomination forms have been circulated to the Unit Directors and PA's to distribute. • NPTH – 24th September to coincide with their open day • Singleton Hospital – 1st November • Morriston Hospital – 12th December • Primary & Community – 17th December <p>Long Service Recognition:</p> <ul style="list-style-type: none"> • We have two dates scheduled to recognise staff at The Orangery, Margam on 1st October and 5th November. • Criteria has now changed and we are recognising staff with 25+ year's cumulative service. • Also new for this year we are going to recognise staff with 40+ years' service. • Currently have 305 staff members on our list to recognise this year. <p>We are currently reviewing the awards programme in line with #LivingOurValues</p>
<p>Workforce Equality</p> <p>The Health Board Equality Plan WILL mirror the approach taken to develop the Welsh Government Strategic Equality Plan 2016-2020 and is purposefully strategic and signposts to the range of specific activities that will deliver our refreshed Equality Objectives. The Equality Objectives will also contribute</p>	<ul style="list-style-type: none"> • The Health Board publicised our WEI ranking to staff on the Intranet and celebrated the improvement on LGBT inclusivity in the workplace in Stonewall's annual list of employers for 2019. SBU moved up 4 places from 2018 to be ranked 150 for the Stonewall 2019 Workplace Equality Index. It was a

<p>towards the achievement of the well-being goals within the Well-Being of Future Generations (Wales) Act 2015. With the pace of change across the Health Board, it is vital that we assess the impact that these changes create. By coaching and mentoring individuals, Equality Impact Assessment will become embedded into processes ensuring that the best decisions are made. Specific action include:</p> <ul style="list-style-type: none"> • Promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work. • We will support the development of staff Network's : Womens, BME etc • We will continue to be a member of the Stonewall Diversity Champions Programme (Britain's leading best practice employers' forum for LGBT+ equality, diversity and inclusion). 	<p>great result as 2019 was Stonewall's biggest ever, with 445 entries from employers, making it more competitive than ever.</p> <ul style="list-style-type: none"> • May 2019, Calon, family, friends and colleagues from Swansea Bay UHB marched at Swansea Pride in Swansea City Centre for the second successive year. The Health Board had a number of stalls at the event in the Waterfront Museum and several departments were represented including Sexual Health and Workforce and OD staff. • Muslim staff at Morriston Hospital hosted a special event for everyone to celebrate Eid ul-fitr (the end of Ramadan celebration for all Muslims). The Eid celebration took place in the Chapel and Multi-Faith Centre on 11 June 2019 and attracted over a 100 people. • In July SBUHB delivered a joint diversity and inclusion conference <i>This is Me</i> with Hywel Dda UHB. The conference celebrated the diversity of our workforce and helped shape an inclusive workplace for everyone. • The conference was an opportunity to listen to our staff and a special guest speaker share their personal stories and to discuss how we can make a difference at work. They offered practical ways in which you can step up as an ally and help create an inclusive working environment for everyone. • The speakers came from different backgrounds and shared their lived experiences including: <ul style="list-style-type: none"> ▪ coming out at work ▪ transitioning in the workplace ▪ returning to work after a life changing accident ▪ career progression after coming to work in the UK ▪ choosing to be a single parent • Morriston Hospital will be the employer partner in the Project SEARCH internship programme to help young people with learning disabilities
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	<p>and/or autism to develop employment skills through work placements. We will be working with our project partners - Gower College (Education partner), Better Jobs Better Futures (Employment Agency partner) to support 8 interns starting the programme in September 2019 who we are arranging placements for within a variety of departments.</p> <ul style="list-style-type: none"> • The Health Board carried out an access visit with representatives from local disability organisations to review the location of blue badge car parking spaces at Morriston Hospital. This was arranged following a staff suggestion from a wheelchair user. Proposals have been developed to move some blue badge spaces closer to the hospital's entrances to benefit staff, patients and visitors. • The Health Board support works experience for the Mullany Fund (a social mobility charity working to give every young person the opportunity of accessing a career regardless of background.) • Our Women's Network worked with the Staff Experience Team to organise an event in Singleton to celebrate International Women's day on 8 March 2019 with stands from STOPP/Calon/Wellbeing/Staff Experience, talks from Endometriosis Wales and a rolling presentation, and information on support available from Welsh Women's Aid. • Collaboration with 'Swansea Takes On Period Poverty' (STOPP); a multi-agency group consisting of local councillors, schools and charity sector partners, which aims to make Swansea a 'Period Positive' city. We co-ordinated 10 STOPP donation points for sanitary products across the Health Board until 30 April 2019 (Singleton, Morriston, NPTH, Cimla Hospital and Baglan HQ) to collect sanitary products for the campaign. • As part of the Staff Network, a cross-disciplinary pilot mentoring scheme for women started within the health board in March 2019. The pilot was open
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	<p>to all women working within the health board. This scheme has gained support from the executive board.</p> <ul style="list-style-type: none"> • Paired 12 senior female mentors who have leadership experience with women working across non-clinical or clinical professional groups in the health board. The matching of mentors and mentees was facilitated by input and oversight from our senior mentoring consultants. Mentors and mentees were paired appropriately according to key criteria (e.g. professional experience, managerial experience, geographic location, goals and interests). We took into consideration current job goals as well as long term career plans. • Participants applying for the mentor role were required to commit to attending a one-day training session with mentoring consultants (Professor Sheila Hunt and Sharon Lovell – Director of NYAS – National Youth Advocacy Service) • This scheme is running for a year. During the mentoring process, both of our coaches are available for ongoing support and advice. Discussions take place about the evaluation of the pilot scheme. • SBUHB invited BME staff to come forward last Black History month to help set up a BME Staff Network. A few staff expressed an interest in supporting a Network and meetings have taken place. Network members were invited to share their personal story at the diversity and inclusion conference and one member spoke at the event. Plans are underway to launch the BME Staff Network and hold a celebratory event for Black History month on 8 October 2019. Executive Directors have been invited to support the event. • The Health Board renewed its Diversity Champions membership for 2019/20. • Management and staff representatives met Stonewall Cymru to receive feedback on our 2019
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	<p>Workplace Equality Index submission and discuss the areas to focus on so we can continue to improve over the next year. The Health Board's CEO attended the meeting to personally support taking forward the work programme over the coming year.</p> <ul style="list-style-type: none"> • Stonewall Cymru provided a training session covering 'Gender Identity, neutral language and Tackling Transphobia' for Workforce and OD staff on 5 April 2019 at Morriston Hospital. This well attended session received excellent feedback. • To mark International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT) and raise awareness, Calon, SBUHB's LGBT+ and Allies Staff Network, hosted an 'Equali-tea' event and fundraising for Stonewall, the leading LGBT charity. There was a bake sale and a free cup of tea or coffee for anyone who dropped in to the event. • The Swansea Bay Integrated Sexual Health Service will shortly be seeing trans patients following their appointments at the Gender Identity Clinic in Cardiff. We arranged for Stonewall Cymru to provide trans awareness training for sexual health staff on 4 July 2019 before the new service starts. • Stonewall Cymru has supported SBUHB to develop a Workforce and OD Policy to support Trans people, their manager and colleagues. The policy has been drafted in partnership with a number of key stakeholders, including representative groups and trade unions. The work has been influenced by the response to feedback received from participation in Stonewall's Workplace Equality Index.
EXCELLENT LEADERSHIP	
<p>Leadership Development</p> <ul style="list-style-type: none"> • Develop our Board and Leadership Teams through a targeted Kings Fund Leadership Development Programme • Establish and embed a series of Leadership Summits to facilitate multidisciplinary leadership development and the sharing of best practice. • Continue to focus on leadership behaviours and 	<ul style="list-style-type: none"> • Board Development session organised on the 27th of June. Board members shadowed members of staff and then took part in an action learning set to feedback share and make actions. • Staff Stories delivered at Board by Apprentices. Plan to develop staff stories videos.

<p>cultural change through the roll out of Footprints. Roll out the senior leadership behaviour and cultural leadership programme Bridges to band 8as and above.</p> <ul style="list-style-type: none">• Support medical leadership development through the relaunched consultant development programme and access to Academi Wales Medical Leadership Programme.	<p>Footprints (note: the below figures include those staff who are now CTM)</p> <ul style="list-style-type: none">• Attended Days 1 to 3 = 824 of which 383 have attended day 4 and have completed the programme <p>Bridges</p> <ul style="list-style-type: none">• Attended Days 1 to 4 = 55 of which 23 have attended day 5 and have completed the programme• Launch of the Managers Pathway with 37 managers already signed up• Both Footprints and Bridges continue to receive excellent feedback from participants who feel they have made significant progress in their leadership capability as a result of the course. Further work is now on-going to ensure this progress is captured as part of a robust longer-term evaluation framework and identify the impact made on service delivery.• August 2019 saw the first cohort take part in our revised Impact leadership programme. A total of 11 managers attended this programme aimed at aspiring managers or supervisors primarily in Bands 2-4.• The overall aim of the workshop is to empower staff to think positively about themselves and how they work, and the positive influence they can have on others by improving the service.• Initial feedback from participants suggests that they found the programme extremely useful and felt energised returning to the workplace.• 5 Staff supported to attend Summer School with a follow up alumni being developed to feed learning back into the HB• Delivery of two cohorts of 7 Habits of Highly Effective people training <p>Medical Leadership</p>
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	<ul style="list-style-type: none"> • Consultant Development Programme launched in March 2019. Fully revamped programme including multi-disciplinary behavioural leadership programme 'Bridges' as a core module. Cohort 1: 16 attendees, Cohort 2: 17 attendees. • Regular updates to Clinical cabinet meeting including PAs and Leadership Opportunities. • Investigation of a medical mentorship programme for new consultants as part of future development (proposed to Morriston clinical cabinet June 2019) • Launch of the Leadership Summit. Summits planned bi-annually • Mindfulness and Resilience study day held in Morriston Hospital on the 16th January for training and non-training grade doctors. Attendance of 50 individuals. Second date planned for the 18th September 2019. • Clinical Educators Training Programme Half day June 2019 – successful feedback, programme now have dates set in November 2019 and January 2020.
<p>Coaching</p> <ul style="list-style-type: none"> • Refresh our coaching strategy and increase our internal coaching capacity, through investment and training 	<ul style="list-style-type: none"> • 2 cohorts of ILM level 5 Coaching Qualifications (from February 2019) delivered to staff to enable to launch of a newly revamped coaching network in autumn 2019 • 46 individuals have attended the Coaching for Impact course since April 2019 • A framework for developing coaching capacity within SBUHB has been developed and will shortly be submitted for consultation. The aim of this framework is to clarify what coaching is, the benefits to our organisation and to identify how the commitment to a coaching culture will be achieved. It will be supported by a revised Coaching Policy which explains how coaching can be accessed and the roles and responsibilities of all parties involved.

	<ul style="list-style-type: none"> • In order to create and embed a culture of coaching within Swansea Bay UHB, implementation is being approached at a number of levels. <ol style="list-style-type: none"> 1. Developing coaching skills across the organisation: Since April 2019, a total of 46 managers have been trained in foundational coaching skills through the 2-day 'Coaching with Impact' programme with a total of 912 trained overall. To build on this, we have embedded the programme into the new mandatory Managers Pathway which will ensure all new managers attend. 1-1 coaching will also be integrated as part of our leadership development programmes for senior managers. 2. 1-1 Professional Development Coaching: Since February 2019, we have commissioned 2 cohorts of the ILM Level 5 in Coaching & Mentoring with the aim of developing a professionally qualified internal pool of coaches to form the Swansea Bay Coaching Network. A total of 32 staff and managers have been enrolled on this programme and it is expected that at least 20 will have completed their qualification by the end of Q3. To support these newly qualified coaches in their developing practice, a comprehensive network of supervision and CPD has been arranged and will include access to internal and external support via strategic partnerships with other public service organisations in Wales. In addition to this, an online system is currently in development to enable a more streamlined approach to accessing the coaching service. This is expected to be in place by Q4. 3. Executive Coaching: Whilst executive managers are able to benefit from the skills available in our internal network, it is anticipated that sometimes an external coach will be deemed most appropriate. We are continuing to increase our participation in national networks and utilise new and existing strategic partnerships with the aim of developing reciprocal coaching agreements to enable us contribute to and benefit from no-cost external coaching provision for senior leaders.
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	<p><u>Next steps:</u> By September 2020 we will have:</p> <ul style="list-style-type: none"> • A qualified, well-supported professional network of 30-40 internal coaches, providing a valuable service across the health board and beyond. • Embedded coaching into a minimum of 2 leadership development programmes • Developed an online system to streamline access to coaching and minimise the central administration required. • Contributed to the All Wales Coaching Network by sharing resources from our internal pool. • Developed a further 200-300 managers in applying foundational coaching skills via the Managers' Pathway.
<p>EXCELLENT MANAGERS</p>	
<p>Management Development</p> <ul style="list-style-type: none"> • Agree an Organisational approach for the development of 'People Management Skills' which includes baseline standards and competencies. • Provide leaders and managers with change management skills through the development of a toolkit approach that focuses on individual reactions to change. • Support managers and teams using a range of bespoke development interventions, to facilitate self-reflection feedback and improvement 	<ul style="list-style-type: none"> • 46 new managers attended the first enrolment induction day for the new Managers Pathway programme. This is a mandatory, year-long programme which aims to support those new to people management by providing them with the skills, knowledge and information to enable them to undertake their roles efficiently and effectively. As with Footprints and Bridges, the programme links with; The NHS Leadership Model, Health Board Values and the 5 Drivers of Engagement. <p>Programme Content:</p> <p>The programme consists of nine core modules, which can be completed, in any order</p> <ul style="list-style-type: none"> • Bridges/ Footprints • PADR/ESR • Creating a Flourishing Environment • Finance Basics • Coaching with Impact • Recruitment • People Management Skills

- HR Skills for Managers
- Coping with and Managing Change

In addition to the **nine** core modules, the participants must also complete two other modules from a selection of topics to enhance the Managers Pathway learning. Example modules:

- ✓ Time Management
- ✓ Speaking & Presenting with Impact
- ✓ Writing a Business Case
- ✓ Political Awareness and Networking
- ✓ Action Steps

- The participants will have 1 year to complete their pathway, and will use ESR to book themselves onto the various sessions at their own discretion. We are first Health Board in Wales to use ESR as a Pathway.
- Change Management Skills are provided to managers throughout our range of leadership and management programmes through sharing a variety of tools, models and theories designed to increase awareness of both self and others reactions to change and how these might be impacted on by behavioural traits or individual preferences. Alongside this awareness, participants have the opportunity to explore different ways of understanding and managing differences to avoid using a 'one size fits all' approach, adapting their leadership style to best suit the individual.
- Examples of such tools or models include Myers Briggs Type indicator [MBTI], Transactional Analysis, Emotional Intelligence, Coaching and Resilience.
- Learning and Development Department has received on average two bespoke requests a week. In response our team are engaged in a number of ongoing interventions and have facilitated a wide range of bespoke whole and half day workshops including:

- Myers Briggs Type Indicator Step One whole or half day facilitated Workshops
 - ARCH Team 20 staff
 - Strategy and Planning team 15 staff
 - Estates Senior Team x 10 staff
- Whole day or half day personal development options appraisal workshops including introduction to the Healthcare Leadership Model 360 Feedback Framework
 - Therapies Services Senior Team 20 staff
 - Morriston Service Delivery Unit Senior Nurses 30 staff
 - Mental Health and Learning Disabilities Service Delivery Unit Senior Team 20 staff
- Swansea Bay UHB Theatre Services Redesign Workshop utilising open space methodology 30 staff
- Executive Board Development session incorporating clinical shadowing & observation visit followed by guided peer reflection and action learning set
- Health Board wide listening, action planning and feedback sessions for the Estates Teams incorporating 9 listening events, 3 board wide feedback sessions for over 150 staff, gathering and reviewing over 2000 pieces of feedback across 3 sites
- In excess of 50 hours of individual Interview Preparation mentoring / coaching sessions
- Two hour motivational workshop “Recognising your Personal Resilience in Changing Times” – Speech and Language Therapy conference 70 staff

Values led team building & development: these sessions focus on bringing new or existing teams of people together enabling them to forge the personal connections and relationships needed to create a healthy and productive team environment. Facilitated discussion topics include increasing self-awareness; taking responsibility for and recognising the impact of individual behaviours and actions; strategies for effective communication; influencing:

	<ul style="list-style-type: none"> • Health Records and Clinical Coding Teams a series of one hour sessions running over four months attended by 90 staff to date • Support Services Catering Department Teams a series of one hour sessions running over four months attended by 75 staff to date • Mental Health and Learning Disabilities Gwelfor Team stand alone whole day workshop • How to have challenging/difficult conversations – 34 staff Princess of Wales Hospital • Hafan y Mor Childrens Centre – a series of workshops over the course of 12 months incorporating MBTI Step One • Human Resources Department Operational Teams and Senior Business partners – two separate whole day workshops for approximately 30 staff • Occupational Health Service Cwm Taf and Abertawe Bro Morgannwg Health Board combined session for the teams affected by the boundary changes
<p>PADR</p> <ul style="list-style-type: none"> • Improve workforce productivity through performance management to meet out 85% PADR Target • Continue to support managers to deliver effective PADRs 	<ul style="list-style-type: none"> • 2 Deep Dives carried out on PADR Compliance and presented to WOD committee – Deep Dive on Estates and Facilities compliance scheduled for August 2019 • As at July 2019, SBUHB PADR compliance rate was 63.07% with a total of 7,355 PADRs completed. • When comparing our data at a staff group level, it is of note that the compliance rates for all clinical staff groups are between 62.05% and 74.68%. • Additional PADR Training for Estates staff. • Revamp of PADR Training.
<p>Statutory and Mandatory Training</p> <ul style="list-style-type: none"> • Improve workforce productivity through performance management to meet our 85% Mandatory training target • Work with subject matter experts to ensure that Mandatory Training across ABMU is fit for purpose. Scoping levels of competency against previous 	<ul style="list-style-type: none"> • 77.8% July 2019 (from 49.3% in January 2018) compliance against Mandatory Training – Deep Dive paper submitted to Workforce and OD Committee. It is of note that before the BBC a rise of 1% equated to 2500 records updated in ESR. Therefore, over 56,500 additional learning programmes have been

<p>training and knowledge to ensure recognition of prior learning and correct levels of competence recorded.</p>	<p>completed by staff in ABMU over the past year (from 52.7% in April 2018 to 75.3% in April 2019).</p> <ul style="list-style-type: none"> • A joint approach between the Learning and Development team and the subject matter experts has seen a 25% rise in the recording of Resuscitation competency. This process is now in place to ensure that records are held within ESR. • Provision of drop – in e-learning sessions across organisation approx. one every 2 weeks that will assist individuals with face to face assistance. • Continued update of individual training records • Provision of Action Point for staff to register individual issue • ESR hub to process password issues, this to be expanded to assist with more specific issues in conjunction with NWSSP (phase 3) • Individual assistance via remote log in to assist individuals in real time • Meeting of mandatory training group subject matter leads and development of a plan to look at competency awarding – second meeting arranged for September 2019. • Currently working with Infection Control to assist in updating outstanding records covering e-learning, face to face and others specific records • Working with NWSSP in updating e-learning modules to ensure they accommodate changes in requirements of recent legislative changes (safeguarding) • Identification of essential training requirements over and above the Mandatory & statutory requirements as the next major phase to consider.
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	<ul style="list-style-type: none"> • Identification with ESR colleagues on reducing position numbers and grouping together roles to allow essential training requirements to be considered
EXCELLENT PATHWAYS	
Career and Talent Pathways <ul style="list-style-type: none"> • Further develop and extend our ABMU Apprentice Academy, offering opportunities for new staff to join the health board and existing staff. • Work with our partners to develop new and higher level apprenticeship pathways • Extend the role out of 'Project Search' into Swansea and Neath. • Further develop our all age Vocational Training contracts and engagement contracts. Working with partners across the public and 3rd sector to engage our communities. Offer guaranteed interviews for those completing training pathways for apprenticeship roles. • Further develop the ABMU internal graduate scheme • Work with HEIW to introduce NHS Wales Talent Management Scheme for Tiers 1-3 and consider local implementation of national principles for other levels of staff. • Facilitate individual career pathways within ABMU by ensuring that there is delivery of a fit for purpose Values Led Induction Programme, opportunities for individuals to develop during employment and support preparation for retirement through the delivery of pre-retirement programme. 	Apprentices <ul style="list-style-type: none"> • Ongoing with regular recruitment across the organisation. 200+ apprentices recruited so far. 75% retention rate. Partnership relationships with Talk Training, Gower College Swansea and Neath Port Talbot College offering a wide range of programmes for staff. • 630 existing staff completed or completing Apprentice Pathways at a range of levels including: <ul style="list-style-type: none"> -Business Admin Level 4 - 19 -Human Resource Management Level 5 – 9 -Learning & Development Level 3 – 1 -Management Level 3 – 33 -Management Level 4 – 50 -Management Level 5 – 48 -Project Management Level 4 - 12 -Team Leading Level 2 – 12 • Attending Jobs Fairs and events targeted at specific groups across the region, promoting apprenticeships and NHS Careers as and when invited. • Better Jobs Better Futures running 1-hour career development sessions for staff to have information, advice and guidance on applications, interviews and career development. • Links with workforce planning colleagues to identify further opportunities for apprenticeships. • Working with local schools and colleges throughout the year running mock interviews, attending careers events; attending national NHS Careers events, e.g. Skills Cymru; Swansea Careers Festival

	<ul style="list-style-type: none"> • Attending Jobs Fairs and events targeted at specific groups across the region, promoting apprenticeships and NHS Careers as and when invited. • Partnership relationships with Talk Training, Gower College Swansea and Neath Port Talbot College offering a wide range of programmes for staff Development of longer, higher level apprenticeships in Psychology; Engineering and Estates and Informatics. • Project Search pilot programme completed in POW with one candidate securing a permanent post in pharmacy. Project search to launch in Morriston in September 2019. • Careers work including HRH Nursing Cadets Programme, Career development sessions for existing staff – 10 days across the 3 main sites capturing over 100 staff. <p>Vocational Trainees - April 2018 until March 2019</p> <ul style="list-style-type: none"> • 84 starts • 30 have secured jobs <p>April 19 to date</p> <ul style="list-style-type: none"> • 23 starts • 1 job the other trainees are still on programme (3 waiting start dates) • 20 plus starts planned for September 2019 <p>Current status of Graduate Trainees in Swansea Bay UHB:</p> <ul style="list-style-type: none"> • Cohort 1 of our internal programme concluded in February 2019. Five of the six graduates supported and developed during their two year programme secured permanent posts in Swansea Bay University Health Board. The sixth secured a post in Cardiff and Vale UHB. These posts range between Band 6 and Band 8. As a result, Swansea Bay Health Board has five enthusiastic, innovative, compassionate and engaging new managers committed to improving healthcare outcomes for patients and keen to promote a positive,
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	<p>progressive and rewarding workplace for their colleagues.</p> <ul style="list-style-type: none"> • Cohort 2 will see six Graduate Trainee Managers start their two year programme 'Graduate Gateway' on September 2nd 2019. • Subject to funding plan to advertise for Cohort 3 in October 2019 with a view to start their programme in February 2020. • Swansea Bay Health Board is also participating in the Academi Wales Public Services Graduate Programme. The first of it's kind this programme is operating across geographical areas grouped together in clusters, comprising three organisations in the North, West and South East of Wales. Our cluster comprises SB UHB, Welsh Ambulance Services NHS Trust and South Wales Police. The cluster has chosen a theme based around improving mental wellbeing in both the community and the workforce in the Swansea area. <p>Talent</p> <ul style="list-style-type: none"> • Swansea Bay University Health Board has been actively involved in the development of the NHS Talent Management Scheme for Tiers 1-3 and have an influential voice having attended numerous workshops on the design and development of this model. • Bespoke Interview Preparation Mentoring / Coaching for approximately 27 individual members of staff, in excess of 50 hours over the last 19 months: • The L&D Department has supported in excess of 27 individual members of staff across the Health Board 24 of whom went on to be successful at interview for the post of their choice. For example two individuals a Band Four Health Records Clerk and a Speech & Language Therapist Assistant Practitioner having completed the rigorous two day interview process for a place on Swansea Bay UHB Graduate Gateway programme secured places on the reserve list.
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- The Therapy Assistant Practitioner is beginning a programme of shadowing members of the Executives at Health Board meetings designed to give her insight into the Board, the Executive and decision making and help to understand how the decisions made impact on operational services.

Career Pathways

- Induction continues to be a success and is run once per month in Morriston Education Centre. Induction is tailored and aligned to the Health Boards Values and this is constantly reviewed following staff feedback.
- SBUHB Values Led Induction is supported additionally by a bilingual handbook that is available for all staff to access and download, this is currently being reviewed with consideration for some Safeguarding and Union aspects to be updated. Staff will be encouraged to return for a follow up Induction session to discuss how they are settling in to the organisation and what has gone well and what has gone not so well, this information is collated and shared with all Service Managers.
- There are many opportunities for individuals to develop during their employment in SBUHB and people are encouraged to participate in identifying their development needs via the PADR process. To support this, PADR sessions are provided to all managers to advise on how to effectively complete a PADR. The 2 hour session includes working through the documentation required during PADR, the purpose of PADR in terms of setting objectives and working in accordance with the organisational values as well as identifying the development required to support staff.
- There is also a mid-career financial advice session available for staff to be able to identify what SBUHB and the state provides for staff. It can enable staff to think about what they may like or need in key areas of financial planning during their working life, and if there are any short-falls - what options are available to everyone.

	<ul style="list-style-type: none"> • Pre-retirement is available to empower employees to begin thinking about how retirement is personally going to affect them. It allows them to begin to explore the options available so that they can make preparations and informed decisions for their future. This one day course is designed for Health Board staff who are considering retiring within the next 2 years. The content includes The Transition from work to retirement, available options for the future, NHS Pensions, Investing for your Future, An insight into Financial Management, Wills and Legal rights as well as a short presentation from the Volunteer Service to discuss potential volunteering opportunities for the future.
Domain – Workforce Resourcing	
RECRUITMENT - Medical	
<ul style="list-style-type: none"> • Undertake a comprehensive review of all medical vacancies to ensure required resourcing need is fully recognised • Ongoing participation in the All Wales BAPIO Campaigns in 2019 and beyond • Enhance the use of social media i.e. Facebook, Twitter, LinkedIn for ABMU job fairs and open days • Develop a proposal to establish a Junior Doctor Welfare Officer to aid recruitment and retention • Enhance the attractiveness of posts by developing posts at junior and middle grade that offer a mix of service and research/QI/education • Enhancement of the induction/cultural induction to Wales and the Health Board for overseas doctors 	<ul style="list-style-type: none"> • Review commenced but has not yet been fully completed • Team of delegates go to India week 27/10/19, which will include the Health Minister and representatives from HEIW. Interviews are being held in New Delhi and Chennai. • All medical vacancies are now publicised on Twitter and we are going to BMJ Careers Fair October 2019 • Not started – resource dependant • Work ongoing with departments. Awaiting success of deanery fill rates to identify appropriate posts. • Work ongoing engaging with current MTIs and departments to develop a more robust induction for overseas doctors

<ul style="list-style-type: none"> • Development of a Locum Bank, with advertising to promote the Health Board and encourage doctors to work as locums • Offer a good experience for all staff and a robust induction, pastoral and mentorship support to introduce the new doctors into the NHS and culturally into a new life in Wales • Explore the establishment of F3 posts which blend working and experience/areas of special interest • The development of the GP fellowship scheme and a recruitment campaign have resulted in some success in attracting and recruiting additional GPs. • The Practice Support Team has seen success in recruiting experienced GPs to support the Managed Practice and struggling independent practices. Further leadership and training opportunities are to be developed in 19/20 in order to continue to attract experienced GPs to enrich our primary care workforce. • Consider a GP retainer scheme to help keep GPs in practice past retirement age. This could include mentorship and teaching roles in line with clinical commitments to ensure we utilise their knowledge and skill. • Develop exchange programmes with different countries • Explore further overseas initiatives in addition to BAPIO with other Indian postgraduate academies • Optimise our relationship with the BMJ to enhance our position in the market and consider flexible recruitment packages 	<ul style="list-style-type: none"> • Virtual bank launched August 2019 with 248 doctors signed up to work via the bank. Locum Bank will go live end of October, job description and advert prepared for advertising campaign. Work is ongoing to move our current ad hoc doctors across to the locum bank. • Work ongoing with Delivery Units • Working with department and where applicable appointing JCFs rather than offering the F3 position • Ongoing • Not started • Not started • Not started • Current advertising has shown an influx in applications from Pakistan and Egypt, need to explore the possibility of a Dubai initiative • Subscription packaged agreed, which will give the HB unlimited online job postings, awaiting adjusted quote based on last year's spend. Approved by SLT
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<ul style="list-style-type: none"> • Continue to work with MEDACS and other suppliers to support the recruitment of doctors to substantive vacancies • Continuation of the Physician Associate General Practice Internship Programme in conjunction with WG Pacesetter funding. This programme has recruited 7 new qualified PAs to date and offers a structured and effective 12-month consolidation for PAs whilst strengthening the Primary Care workforce. Professional portfolio compilation, protected mentorship and targeted CPD has cemented this internship as an exemplar programme to which other Health Board's wish to replicate. • Further development of permanent band 7 Physician Associate posts across Secondary and Primary Care is needed in order to retain this workforce after they complete their initial 12-month internship programmes. 	<ul style="list-style-type: none"> • This work is ongoing and the Medical Workforce Team and Medacs are currently working closely with the Delivery Units and where appropriate Medacs and other suppliers are being asked to support permanent recruitment. • Successful recruitment this year but HB strategy needed to determine appropriate roles for PA's funding of permanent positions. AB invited to present their approach to key stakeholders to inform the future approach.
RECRUITMENT – Nursing	
<p>The agreed priorities are:</p> <ul style="list-style-type: none"> • Continue the work underway to improve the support to nurses who are interested in working for us; this includes an enhanced preceptorship programme and clinical supervision. • Working longer readiness tool has been completed and the actions will be taken forward within the High Value opportunities work stream • Participation in the Welsh Student Streamlining project, which is aimed at developing a more efficient process of recruiting nurse students from Welsh universities without the need for formal interviews • Further return to practice open evenings will be organised. • Local recruitment days regionally organised to avoid duplication and will be heavily advertised across social media platforms • Ongoing implementation of our Nursing and Midwifery Strategy 	<ul style="list-style-type: none"> • 127 newly qualified nurses have been recruited via the Student Streamlining process and will commence employment from September. This is in addition to the 34 recruited via the pilot phase of this process who commenced in March 2019. We have now commenced the planning for the next of Welsh University Nurse students who are due to qualify in March 2020. • There is a plan to recruit a further 20 nurses from the Philippines during this financial year. We have a very successful OSCE programme and ongoing support to offer these nurses and they are seen as a good investment as retention rates are very high. A one year single provider contract has recently been approved via procurement to enable us to recruit international nurses who have already passed their English Language requirements as set by the NMC. The bid for monies to be able to continue with the programme, the remainder commenced in January 2018 on a two year nine month programme.

<ul style="list-style-type: none"> • Overseas recruitment campaigns to Europe and the Philippines have been undertaken with further options being explored in Dubai and India, seeking nurses who are IELTS ready • We will continue to 'grow our own' nursing workforce by supporting Health Care Support Workers to undertake either a part time Degree or Masters course • Establishment of an 'internal transfer window' to enable nurses to move within Swansea Bay UHB in a managed way rather than leave • Primary Care related topics will be implemented within the new nursing programme through Swansea University to promoted Primary Care (General Practice) as a first choice career option for newly qualified nurses. • Greater collaboration between Swansea University and Primary Care within SBUHB to ensure General Practice is a placement option for student nurses in their 2nd and 3rd year. Spoke placements are currently offered, with a plan for increased hub placements and a permanent Primary Care placement option recognised in student nurse programme from 2020. • Streamlining of training and development pathways within Primary Care to attract new and experienced nurses in to this field. This will enrich the GPN workforce and allow greater opportunity for experienced GPNs to access Advanced Practice pathways, extended skills programmes and Independent Prescribing modules to develop autonomy. Greater nursing autonomy and extended areas of competency acts to directly support the GP workload in Primary Care thus ensuring a prudent approach to healthcare. 	<ul style="list-style-type: none"> • Secured further external funding to offer similar places to Thirteen HCSW's in 18/19. A further thirteen of our HCSW's are currently undertaking a two-year master's programme. • Eight HCSW's with overseas registration have recently commenced a programme developed with Swansea University to become registered nurses in the UK. • The Health Board continues to actively recruit into nursing vacancies. A team consisting of Corporate and Operational staff continue to attend nursing recruitment events the most recent resulted in 85 contacts made from experienced nurses and students expressing an in interest in working in Swansea Bay University (UHB) Health Board. • The Health Board was represented at the RCN Congress in Liverpool on the Train, Work, and Live stand and provided us with a great opportunity to promote Swansea Bay UHB as an employer of choice within Wales. • A bid to charitable funds has been approved to support the development of recruitment materials and resources. • Have developed and have recruited the first cohort of Assistant Practitioners. This Band 4 role is being introduced to some of our hospital wards. The role that can help us have the flexible mix of skills required to meet complex patient needs, whilst enabling registered practitioners to deliver what they have been uniquely trained for. The role occupies a unique position where post holders will be able to deliver more complex interventions than health care assistants, but will be able to undertake specific tasks delegated from registered practitioners. In principle these tasks would be more simple and /or routine and could be performed safely with training and agreed protocols and supervision. In turn, this enables the role of the registered practitioner to be maximised and to spend proportionally more of their time on more complex needs that require their specialist skills.
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	<ul style="list-style-type: none"> • Remain heavily involved with the Return to Nursing course run by Swansea University. We are continuing to offer students at the point of entry onto the course their preferred placement option and also a guarantee of a position within that area on successful completion of qualification. Since providing this function we have seen a dramatic rise in students accepting positions within the Health Board.
RECRUITMENT - Therapies and Health Science	
<p>Recruitment to therapies and health science is patchy with some groups recognised as shortage occupations including radiographers, nuclear medicine practitioners, radiotherapy physics practitioners and scientists, sonographers, orthoptists and prosthetists. Particular shortages in therapeutic radiographers has led to radiotherapy backlogs. High vacancy rates in many professional groups lead to a review of organisational structure and possible efficiency gains with job planning and extending support roles.</p> <p>Strategies employed to overcome the shortages include targeted recruitment and staff development. There are a number of initiatives being taken to provide in-service training in Biomedical Science, to allow employment of science graduates and support top up to registration.</p> <p>The following actions will be addressed:</p> <ul style="list-style-type: none"> • Participation in local career fairs and organising of open days across therapies • Enhance the use of social media i.e. Facebook, Twitter, LinkedIn for ABMU job fairs and open days • Developing advance practise to ensure best value and appropriate skills to support shortage areas in medicine across diagnostics, including radiology, cellular pathology, neurophysiology, ENT and Primary Care • Taking forward the Healthcare Science Framework to “release and harness the potential of the healthcare science workforce” • Strong focus on developing reputation as a “good place to train, good place to work” by providing excellent placement opportunities and support. 	<ul style="list-style-type: none"> • Psychology has now been identified as further shortage profession. To support recruitment to the HB corporate comms engaged to develop a recruitment platform. Discussions with HEIW have been undertaken to understand root cause and explore the development of alternative education and career pathways. Local action plan being developed • Improved partnership working with Swansea University being taken forward to enhance post graduate and masters level education programmes • Careers fairs for A level students undertaken to increase interest across the AHP professions • OT and Physio make good use of social media to source future staff • Part time secondment to W&OD agreed to support workforce planning and R&R initiatives • Supporting staff to apply for national consultant AHP posts (Dementia and Primary Care) • Initial discussion with primary care clusters to develop and implement the ‘first contact’ practitioner role to increase GP capacity • Significant progress to ensure all band 7 staff complete the internal leadership programme to support effective working environments • Proactive recruitment to ensure SBU secures new graduates for the 2019/20 academic year

<ul style="list-style-type: none"> • Collaborate strategically with HEIW and education providers to identify new solutions that meet evolving service needs • Primary Care workforce diversification. Pre-empting the GP shortfall by committing to developing and training our alternative workforce to meet the needs of our patient populations across SBUHB. Ensuring we are pioneering and progressive in relation to workforce development in line with SBUHB transformation programme. • Work collaboratively with our AHP colleagues to continue to develop the Advanced Physiotherapist and Occupational Therapist roles within primary care. This will be in direct support of cluster transformation projects and acts to strengthen the MDT to bring seamless patient care closer to home. • Continue to work in partnership with Welsh Ambulance Service Trust to devise Paramedic and Advanced Paramedic Primary Care schemes to directly benefit GP/OOH workload whilst offering a comprehensive training and mentorship environment for WAST trainee Advanced Practitioners. 	<ul style="list-style-type: none"> • Developed APH roles in OH to move away from a medically led model
REDUCE TURNOVER RATES AND IMPROVE STAFF RETENTION	
<ul style="list-style-type: none"> • Implement consistent organizational wide electronic exit interview process • Implement a systematic, electronic exit interview process to highlight reasons for leaving and development of strategies to improve retention rates • Undertake a specific analysis of leavers' data, particularly those in the first 12 to 24 months of commencing employment to identify hotspot areas • Develop strategies to ensure excellent staff experience, which is covered in more detail later in the framework document. 	<ul style="list-style-type: none"> • National ESR solution still awaited to ensure a systematic process for conducting exit interviews • Hot spot analysis undertaken for newly qualified nurses • Turnover remains stable at circa 8/9%
DEVELOP INTERNAL STAFF BANK	
<p>To support the challenge to reduce the usage of externally sourced agency and locum staff the following actions will be taken forward:</p>	<p>Collaborative Bank:</p> <ul style="list-style-type: none"> • Working with NWSSP, CTM and SB have entered into a pilot scheme to establish a mechanism that would allow substantive employees to be paid bank shifts weekly where their main salary is paid

<ul style="list-style-type: none"> • Participate in the creation of a single all wales staff bank in partnership with NWSSP • Proactive marketing and the development of incentives to improve recruitment to the nurse bank. This will include the introduction of weekly pay • Extend bank operations to become a multi-disciplinary staff bank 	<p>monthly. If this pilot works then the scheme may be extended across NHS Wales. Currently issues with tax codes meant that staff could only be paid either weekly or monthly. The scheme is referred to as the collaborative bank. The project is currently working through some technical issues and a start date is not yet available.</p> <ul style="list-style-type: none"> • Proposals for enhanced payments for staff above band 6 who undertake band 5 shifts is being prepared and is expected to be put to the executive team soon. This is aimed at increasing the numbers of substantive staff on the bank and thus reduce agency costs. • The nurse bank currently supports a very limited number of non-nurse bank roles. The opportunities to extend this to other staff groups including admin staff is being assessed alongside work being undertaken to review all non-nurse agency spend. • Now managing the AHP Medacs service through the system so that we have one central intelligence point.
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Domain – Workforce Efficiency

STAFF HEALTH AND WELL-BEING	
<ul style="list-style-type: none"> • The transformation of Occupational Health services will continue to include a more multidisciplinary approach using Allied Health Professionals and the Health Board is developing a sustainable service model. • Continue to develop the Invest to Save funded 'Staff Wellbeing Advice and Support Service' which provides staff with a single point of access to gain timely health and wellbeing support, particularly related to stress, anxiety and depression and musculoskeletal problems. • Develop interventions to focus on mild to moderate mental health problems. 	<ul style="list-style-type: none"> • TI funding has enabled additional 34 weekly AHP appointments, contributing to reduced waiting times. Recent appointment of OH AHP Lead and reduced medical input will contribute to future sustainability. IGB funds enabling scanning of all paper OH records to enable more efficient e-based processes. • The service offers an initial telephone Wellbeing assessment within 2-7 days of self-referral; during first year over 1100 staff assessed; 81% within 5 working days (compared to previous 5 week wait). 71% were for mental health support and 29 % for musculoskeletal support. The Physiotherapists can utilise the MSk Staff Pathway, which enables an expedited process for diagnostics and treatments related to musculoskeletal problems. All staff trained in CBT/suicide management to support staff mental health problems. Piloting 'SilverCloud' for staff – NHS Wales developed on-line CBT support. • Over 300 Champions in SBU; the Bridgend Boundary Change saw some Champions transfer to CTM UHB.

<ul style="list-style-type: none"> • Continue to develop our network of 270 Wellbeing champions who can signpost colleagues to health and wellbeing services. • Implement training for managers to use the Health and Safety Executive Stress Management Standards alongside training in managing mental health in work • Working closely with related organisation such as Time to Change Wales to reduce the stigma and discrimination of mental health. • Continue to deliver initiatives such as Schwartz Centre Rounds®, Lighten Up and Stress Awareness sessions, • Work in partnership with Welsh Government to deliver the 'In Work Support' service which supports the health and wellbeing of employees in small-medium enterprises • The Health Board achieved revalidation of the Gold Corporate Health Standard in 2016 and a plan will be developed to assess our organisational readiness for the Platinum Award • Ensure that staff receive the flu vaccine, the rate, for 2017/18 was 58.5%. We hope to exceed the target of 60% in forthcoming years. 	<p>The dates of the Autumn Workshops (Series 7) have been agreed for October and November 2019. A recent survey of the Champions showed 2,023 employees are aware of a Champion in their work location and over 1,064 employees have engaged with a Wellbeing Champion for advice, support or to implement a wellbeing initiative.</p> <ul style="list-style-type: none"> • 352 managers trained to use the Health and Safety Executive Stress Management Standards along with 253 trained in managing mental health in work. Evaluation shows increased ability for managers to manage stress and mental health in the workplace. • 32 interventions have taken place in the Health Board with T2CW since 2017. The Chief Executive plans to sign & relaunch the SBU's commitment to working with T2CW on the final day of this year's Wellbeing Week on 20th September. • Over 25 courses and workshops delivered for staff including recent 'Mindfulness menopause' which has received very positive feedback from staff • Extension funding agreed in Dec 2018 (until Dec 2022) for the Wellbeing though work team who are working with Welsh Government to fulfil the outcomes of the partnership agreement. (NB externally facing service) • Refreshed marketing campaign for 19/20 with monies from charitable funds to support this along with new role of 'staff flu campaign coordinator' to interface with DU's and increase uptake.
REDUCE VARIABLE PAY and EFFICIENT STAFF DEPLOYMENT	
Medical - In addition to the initiatives described above to reduce vacancy levels and improve recruitment to secure improvements in quality, safety, performance and a reduction in variable pay a number of change projects are being implemented. The change projects are identified in below:	Electronic Job Planning: <ul style="list-style-type: none"> • Consistency panels have been set up. • Received 304 Job plans out of an expected 544. • 179 job plans have been entered on to the system and ESR.

<ul style="list-style-type: none"> • Undertake a comprehensive review of junior doctor rotas across the Health Board using the Kendal Bluck analysis as the starting point for this exercise • Fully implement the e Job Planning system and undertake a review of all job plans to ensure they are aligned to service need and priorities. In parallel review annual leave allocations to ensure these are appropriate • In Morriston, implement the ED workforce plan which aligns workforce, skills and activity • Continue to seek opportunities to convert long term locums into substantive posts or re-negotiate agreed rates • Implement “Locum on Duty” to introduce a digital booking and approval system to increase transparency and good intelligence to help scrutinize and challenge decisions and spend. 	<ul style="list-style-type: none"> • 125 job plans require further information before they can be entered on to the system. <p>Locum on Duty:</p> <ul style="list-style-type: none"> • There are a range of engagement sessions with DU’s set up. • Approximately 250 Dr’s have registered for the Locum bank. Most of these are internal to the Health Board. • Training will take place in September. • DU’s have been issued with data gathering workbooks. • System ‘go live’ planned for October 2019
<p>Nursing - To ensure the efficient and effective use of our nursing resource the Health Board is migrating all nurses to an e rostering system, integrated with the nurse bank module. The integrated system will assist compliance with the Nurse Staffing Act by providing a complete view of substantive rosters and temporary staff to ensure adequate staffing levels. The implementation of the e rostering system is aligned to a full review of shift patterns to ensure standardised shifts are established to meet service and patient needs. This work programme will be completed by late 2019. An additional module, ‘Safecare,’ will also be deployed which will provide a real time measure of patient acuity to ensure safe staffing levels are maintained.</p> <p>The priorities are:</p> <ul style="list-style-type: none"> • Complete the e rostering roll out on all sites • Establish systems to monitor and review compliance with new practices and the approved Rostering Policy to ensure the expected efficiencies in practice are being realised • Deploy the Safecare module across all sites • Review all bank and agency controls and strengthen the role of the bank office in efficient deployment monitoring • Primary and community – discrepancy in banding/pay between HB and independent practice is seeing a shift of newly trained Advanced 	<p>Rostering:</p> <ul style="list-style-type: none"> • Morriston & Singleton have been fully rolled out. • The plan has been revised to support a system refresh within NPT to support accurate reporting with the insight service. • Rostering monitoring and review processes have been agreed and implemented in Morriston & Singleton. • Safecare will begin deployment in Feb 2020 after the next monitoring period.

<p>Practitioners from our secondary and community care areas. We are consider devising a rotational scheme for APs between community and independent General Practice to help retain APs and create partnerships with independent practice. This can be explored through a pacesetter ANP Academy project.</p>	
<p>ENSURE STAFF OPERATE AT THE TOP OF THEIR LICIENCE</p> <ul style="list-style-type: none"> • A review role of ward manager to support the development of skills and competencies to fulfil the role effectively • A review of Therapies & Health Science managerial infrastructures to ensure these are aligned to the new footprint of the new Health Board • Support the Professional Development Nurse roles in Primary and Community services to continue to scope the training and development deficits within nursing staff. Act to ensure competencies are complete for extended skills roles to help maintain and advance our alternative workforce clinical input in Primary Care, Out of Hours services, secure environments and community settings. • Support and facilitate the introduction of the round house model in urgent care out of hours services to ensure the most effective use of medical personnel. 	<p>Work undertaken as part of the 'Top of License' work-stream in the Nursing HVO Project is progressing successfully. The most recent developments are :</p> <ul style="list-style-type: none"> • The new cohort of graduate nurses recruited (approx. 120 roles). These are scheduled to start in substantive roles in September 2019. The destination of the new nurses within Hospitals is confirmed. • Undertake the process for reducing variance in the in the Job Descriptions Unregistered HCSW Band 2, 3 and 4, Advanced Practitioners, Consultant Nurses. • The 7 new recruits for the Band 4 Assistant Practitioner roles to commence their induction in October. • A programme of work to create a development programme for the Band 3 Assistant Practitioner roles. • Identifying Service Delivery Unit workforce re-design opportunities, and enable the sharing of this learning to facilitate upscaling.
<p>RIGHTSIZED STAFFING ESTABLISHMENTS</p> <ul style="list-style-type: none"> • A review ward skill mix to ensure staffing is aligned to the requirements of the Nurse Staffing Act and agree the registered nurse skill mix profile by ward • Review of consistency of HCSW bandings • Benchmark therapies and health science staffing levels to ensure establishment for aligned to service needs • Develop a workforce change plan to deliver the required changes to the workforce profile 	<ul style="list-style-type: none"> • The HB continues to progress implementation of the NSA with 6 monthly tri-angulated assessments being undertaken by the DoN, W&OD and UNDS. The current 6 monthly assessment outcome will be reported to the November HB meeting. • There are multiple Job Descriptions and Titles for Band 2 and 3 Health Care Support Workers (HCSW). These may be inconsistent in their scope of practise and alignment to the HCSW Career Framework. There is a need for a clear pathway for developing assistant practitioners for the future at Level 4 of the HCSW Career Framework. • The Therapies HVO work stream are considering benchmarking data for therapies and health science.

<p>SICKNESS ABSENCE</p> <ul style="list-style-type: none"> • Educate managers in the use of the new all Wales Managing Attendance at Work policy to ensure we fully exploit opportunities to supporting staff back into work more quickly • Learning events and collaborative action plan with workforce, OH and TUs working in partnership to improve attendance • Develop plan for implementation of learnings from best practise case study conducted in three areas of good sickness performance • Develop and implement improvement plan for occupational health services based on data analysis and engagement with clinical teams • Create a cultural audit tool based on work from the Kings Fund • Provide workshops for employees in collaboration with Health and wellbeing • Review of Workforce resource allocation to support managers in the management of sickness absence 	<p>SICKNESS ABSENCE UPDATE</p> <ul style="list-style-type: none"> • Trained 440 managers to date with face-to-face training. The Health Board has a plan in place to train a further 2,560 by December 2020, via a blended learning approach. • Swansea Bay's Absence action plan has been developed and presented at subgroup committee, and awaits TU feedback on plan. • All delivery units have taken best practice from the POW Case study report and included into Delivery Unit action plans. Actions plans are due to be reviewed during the next round of confirm and challenge sessions. • Transformation plan agreed by Execs November 2018 and currently being implemented; achievements to date include increasing AHP resource to reduce waiting times for reports to managers and scanning all paper records. • A cultural audit has been designed and rolled out to both MH&LD and Singleton delivery units. A plan is in place to upskill the workforce teams to carry out audits themselves ensuring all delivery units benefit from this process. • The Staff Wellbeing service are delivering a number of courses that enable a 'self- management' approach to stress, anxiety and low mood that include 'Managing your Wellbeing' and 'Mindful and meaningful Living'. • Plan in place to further support managers of hot spot areas after MAAW training. Workforce teams will support these areas once trained by carrying out a cultural audit and able to support further by providing ongoing regular update meetings and audit reviews.
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Domain – Shape of the Workforce

<p>Workforce plans will be developed to support the following clinical service plan priorities:</p> <ul style="list-style-type: none"> • Integrated Primary and Community Care services and supporting the role and development of clusters to support improvements to population health • Reconfiguration of the roles of our major hospitals and the modernisation of service delivery • Within 2019 there will be changes to the operating model of the Health Board. Changes will be made to the organisations design and structure which 	<ul style="list-style-type: none"> • A workshop is being organised for early September with cluster leads to support the development of cluster workforce plans and the development of the clusters IMTP 2020-23 for submission to Welsh Government. • Reconfiguration of the roles of our major hospitals continues in line with the organisation Clinical Services Plan. Year 1 priorities have been agreed for the three themes of Population Health and Wellbeing, Networked System of Hospitals and Mental Health and Learning Disabilities. We are
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<p>will require significant workforce change support in both the design and delivery stages.</p> <p>Detailed workforce plans will need to be developed but the following areas will be priority areas of attention and focus:</p> <ul style="list-style-type: none"> • Redesigning the primary care workforce to free up the time of GPs. This will include expanding the roles of the nursing, therapeutic, health science and pharmacy workforce into primary care settings to provide enhanced services in the community • Developing new and extended roles, including increasing the number of non-medical consultant roles and advanced practitioners • Redesigning the contribution of the non-registered workforce and upskilling staff to take on extended duties to release time of our registrants <p>To support teams and improve team working we will continue to use evidence-based practice and develop our network of team based working facilitators to support team development and team working across the organisation.</p>	<p>currently establishing the workforce implications which will become clearer as work progresses and workforce plans are developed.</p> <ul style="list-style-type: none"> • An engagement document has been published on the intranet to seek staff views and suggestions on the Health Board structure. • Cluster workforce plans include the development of the multi-disciplinary primary care teams within the clusters. The Cwm Tawe model is being rolled out to 7 clusters and includes the expansion of audiology services, development of a Primary Care mental health role, recruitment of speech and language therapists and Physiotherapist. • The Health Board continues to develop the non-registered workforce and has recently introduced the role of Assistant Practitioner band 4 onto wards. They are able to undertake specific tasks delegated by a registered practitioner. This enables the role of the Registrant to be maximised and supports a career development framework for Healthcare support workers. • We continue to support teams to develop and work cohesively, which is increasingly important as we develop and support multi-disciplinary working.
Domain – Pay and Reward	
<ul style="list-style-type: none"> • Incentivise bank arrangements to increase supply including weekly pay • Creative design of junior doctor rotas and roles to enhance recruitment • Explore establishing a GP retainer scheme to encourage GPs to continue in practice past retirement age. 	<ul style="list-style-type: none"> • Incentivised bank pay proposal developed for consideration of STL September 2019 • See Medical R&R section above
Domain – Workforce and OD Function	
WORKFORCE CAPACITY AND STRUCTURE	
<p>A review of the priorities, structure, and the operating model of the Workforce and OD function is a critical priority for 2019.</p> <p>The following areas will be addressed as immediate priorities for action:</p> <ul style="list-style-type: none"> • Establish new workforce structure aligned to future organisational design • Professional develop plan for all workforce staff • Resourcing to establish fit for purpose function 	<ul style="list-style-type: none"> • Portfolios of Assistant Directors revised in May 19 to ensure better alignment to organisational needs and priorities • Operational team brought together (virtually) to ensure team cohesion and improve consistent of practice. Accommodation to centralise the team in one geographic location has been secured at HQ and will be available in December 2019, consultation to start with team in September 2019 • PADR compliance stands at 61% and S&M training compliance at xx%

<ul style="list-style-type: none"> Strengthen workforce planning capacity and skills 	<ul style="list-style-type: none"> Swansea university support sought to develop and deliver a development programme for all HR Business Partners Training sessions from NWSSP employment lawyers conducted to ensure compliance with best practice in relation to ER casework and sickness absence management, further training session will be delivered in October/ November Peer group reviews established to ensure consistent and professional management of ER cases Investigation Officers appointed commencing in August and September Resource bid developed and initial discussion with DoF and CEO. Further review required and will be address as part of full review of corporate functions resourcing in September – full workforce re-structure will follow when agreed level of investment identified HEIW support secured to deliver on site workforce planning development sessions in the Autumn Enhancing workforce planning capacity is included in the workforce capacity bid. <p>Areas for targeted progress:</p> <ul style="list-style-type: none"> Professional develop plan for all workforce staff Clarity on additional resource to improve capacity
Digital Workforce Solutions Deployment plan	
<p>To ensure that the functionality and impact of the following systems are maximised for the benefit of the Health Board:</p> <ul style="list-style-type: none"> ESR Locum on Duty Job Planning software E rostering Employee Relations software 	<ul style="list-style-type: none"> Resource to roll out ESR functionality in identified in the workforce capacity bid Locum on Duty – roll out commenced to be concluded with ‘go live’ October 2019 E Job Planning project has commenced <ul style="list-style-type: none"> Consistency panels have been set up. We have received 304 Job plans out of an expected 544. 179 job plans have been entered on to the system and ESR. 125 job plans require further information before they can be entered on to the system E rostering – Singleton completed, Morriston completed. ER system built, staff training provided, IG issues resolved, go live August 19 <p>Areas for targeted progress:</p> <ul style="list-style-type: none"> ESR roll out (linked to capacity)

Employee Relations Climate	
<p>Continue to strengthen meaningful partnership working within the health Board and build strong and trusted relationship with staff side colleagues. This will include:</p> <ul style="list-style-type: none"> • In partnership review and take forward the agreed changes in partnership working as recommended by ACAS following their review of current arrangements • Review the operation of the A4C Local Partnership Forum to ensure it is operating effectively • Review the operation of the A4C Local Negotiating Committee to ensure it is operating effectively 	<ul style="list-style-type: none"> • 3 partnership workshops delivered to HR and Tus by ACAS. Outcome report complied and follow up discussion planned for September which will lead to full action plan being developed • Regular informal meetings with lead local reps to address emergent issues • W&OD Director monthly meeting with UNISON full time officer and bi-monthly with RCN full time officers • Weekly sub group TU meetings ongoing • Agreement with TUs to hold a TU only meeting once each month to enable more staff side discussion • Ad hoc meetings with UNISON full time officer and branch to address areas of mutual concern and improve partnership working <p>Areas for targeted progress</p> <ul style="list-style-type: none"> • Review the operation of the A4C Local Negotiating Committee to ensure it is operating effectively
Deliver the Basics Brilliantly	
<p>More effective and streamlined processes must be established to manage the following issues:</p> <ul style="list-style-type: none"> • Sickness Absence – to meet the requirements of the 2018 Managing Attendance at Work Policy and ensure that all sickness is managed appropriately, compassionately and in a timely manner. The role of the workforce team in sickness management will be reviewed • ER Casework – the volume of Employee Relations issues has been a significant drain on the workforce team. The new ER software will support the management of all cases to ensure that these are addressed in a timely and effective manner. The appointment of a team of Independent Investigation Officers will significantly support improvements in this area of work • JE/Organisational change – the years ahead will see the Health Board undertake a significant amount of organisational change. This will be focussed both delivering the changes associated with the organisational Transformation Programme and the Clinical Services Strategy. It is acknowledged that change can be very disruptive 	<ul style="list-style-type: none"> • The introduction of the IO's will release some capacity in the workforce operational team to support attendance management. • A plan is in development to support a manager after they have had their MAAW training this will include an audit of their current attendance management practice, review of all current cases with HR support and development of an action with monthly follow up meetings to ensure embedding of good practice. • The volumes of ER casework are showing a sustained reduction but the volumes remain higher than other HBs – disciplinary cases have fallen to 66 • Series of peer group case work reviews being led by Assistant Director to ensure effective, timely and consistent management. Case reviews will continue on a monthly basis. Key themes are being picked up from the review and an improvement plan is under development to ensure consistent good practice. • IOs appointed in partnership with TUs. Two in post, one to join in September. Training and induction programme being delivered. Case management software live to enhance case management. • New process of managing lapsed registrations agreed with Corporate nursing and TUs

<p>and to reduce the potential negative impact of this change must be handled sensitively, within the required policy infrastructure.</p>	<ul style="list-style-type: none"> • Agreement in principle to work with UNISON the <i>'Just and Fair'</i> initiative in place in some Trusts in NHS England. • Recommendations for the job evaluation audit have been completed. • Job evaluation protocols have been developed in partnership with staff. • Developing plans for a job description library <p>Areas for targeted progress</p> <ul style="list-style-type: none"> • Development of managers skills in capability management • Development of managers skills in relation to starting salaries protocols
<p>Establish effective governance structure</p>	
<p>To support the effective operation of the workforce function there must be increased attention on the supporting governance arrangements. As a minimum this will include:</p> <ul style="list-style-type: none"> • Workforce and OD Committee – ensure the ongoing development of the role of the W&OD Committee to ensure that the Board has appropriate assurance of workforce issues • Workforce and OD Forum – ensure the effective establishment and operation of the newly establish W&OD Forum to ensure that strategic and operational workforce issues are considered and developed with the contribution of all stakeholders • Internal Audit recommendations – to be addressed in a timely manner • Risk – to ensure a robust process of risk management is developed as part of the wider organisational risk management processes • Ensure all other Statutory requirements are met 	<ul style="list-style-type: none"> • Role and remit of W&ODC continues to develop well. Cross referrals from other Board Committees operational. In committee section of Committee established • Position of Workforce and OD Forum needs further development in light of workforce work stream of Transformation programme to ensure alignment • More robust management of IA recommendations in place. Responsibility for oversight will be in the compliance arm of the revised W&OD structure. Outstanding recommendations in the main require action by local managers or are linked to capacity and resource challenges (ie ESR) • Risk register updated on a regular basis and narrative risk updates provided to each W&ODC • DBS project is been rolled out, all staff who require a DBS check who do not have one recorded will be checked. This is a recommendation from the HEIW KW review