

|  |   |
|--|---|
| ABM University<br>Health Board   |   |
| <div>8<sup>th</sup> March 2018</div> <div><b>Workforce and Organisational Development Committee</b></div> <div><b>Agenda item: 9</b></div> |   |
| <b>Subject</b>   | <b>Key Workforce Metrics and Workforce Issues</b>           |
| <b>Prepared by</b>   | Julian Quirk, Head of HR – Delivery Units, Policy & Systems |
| <b>Approved by</b>   | Kate Lorenti, Acting Director of HR                         |
| <b>Presented by</b>  | Kate Lorenti, Acting Director of HR                         |

## 1. PURPOSE

To provide the updated workforce metrics report for February 2018.

## 2. INTRODUCTION

This report is undergoing a review and the format has been changed to simplify the presentation of data. The main change is a focus towards comment on actions completed since the previous report and actions planned for the coming months.

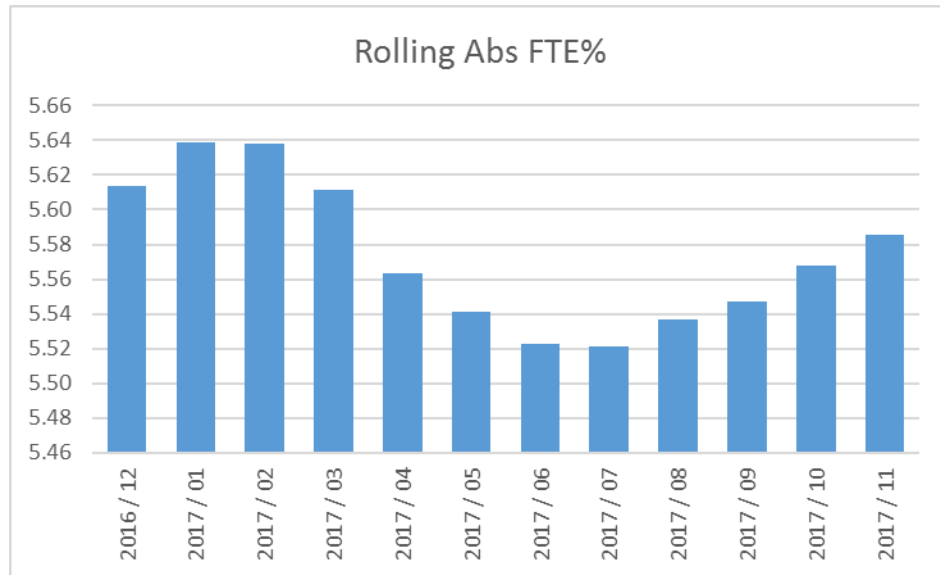
For the first time the report includes Delivery Unit (DU) data in a separate section, this is still very much work in progress as we look to help the DUs develop reports using the same format and data sources.

## 3. RECOMMENDATIONS

The Committee is asked to note the attached metrics paper.

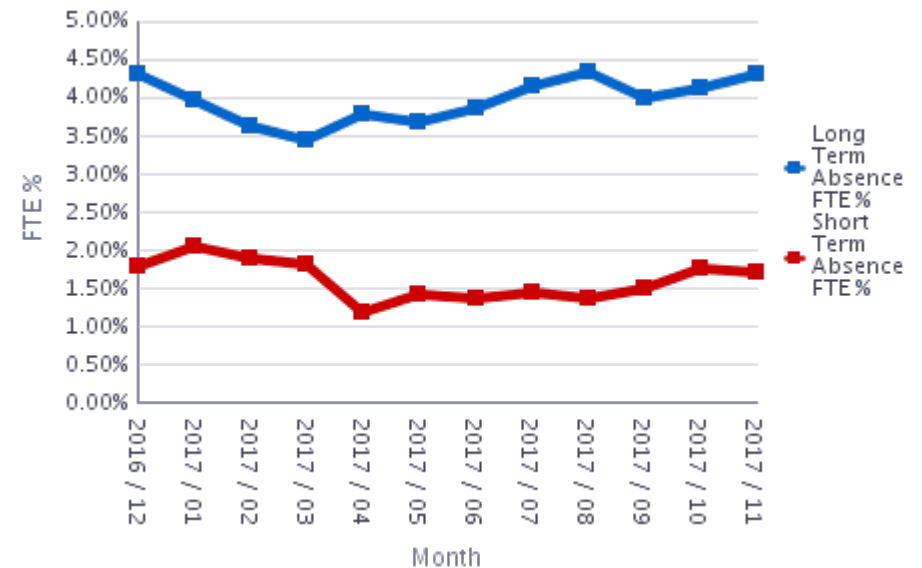
## Part 1 – Sickness Absence 1 November 2017 – 30 November 2017

### Rolling 12 Month



The rolling 12 month sick absence rates has increased by .02% in the last month mirroring the increases seen in recent months.

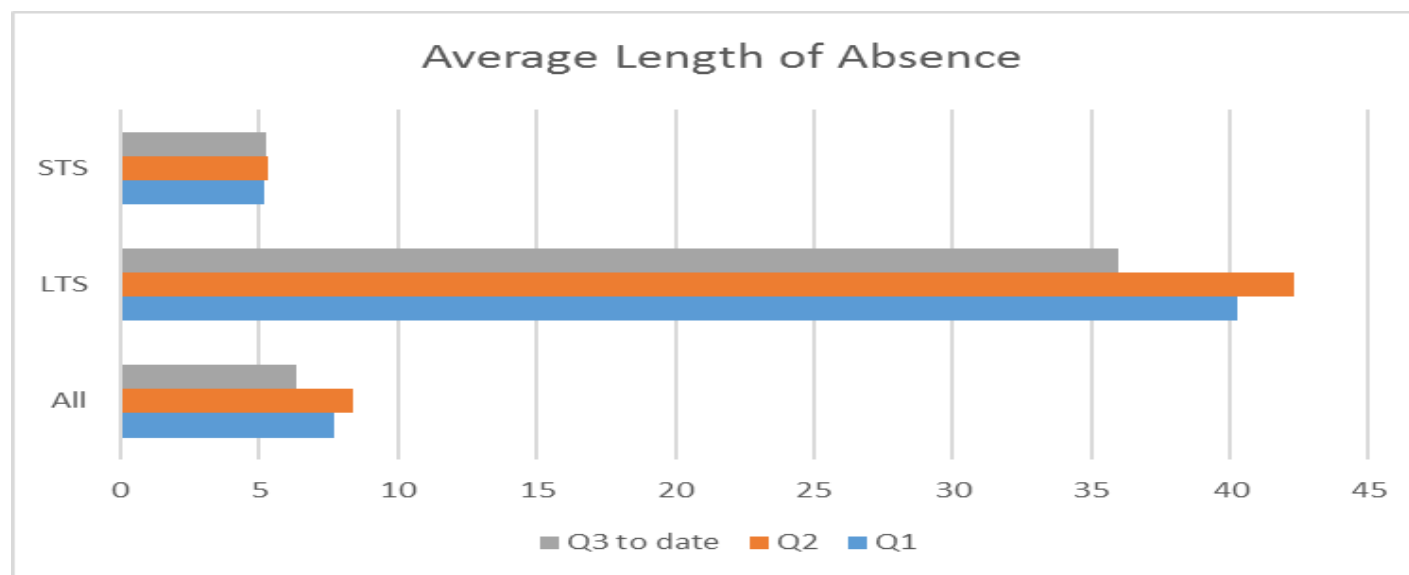
### Long Term v Short Term



Short term absence has decreased in November as compared to October data. Long term absence (LTS) is continuing to increase slightly despite good management in this area.

### **Average Length of Absence**

The chart below shows that our average length of absence for LTS for the first two months of Q3 has reduced by 6 days in comparison to Q2 overall performance. This performance indicates that whilst overall performance has declined our efforts to get individuals back to work quicker when on LTS is having some effect.



### **Delivery Unit performance November 17**

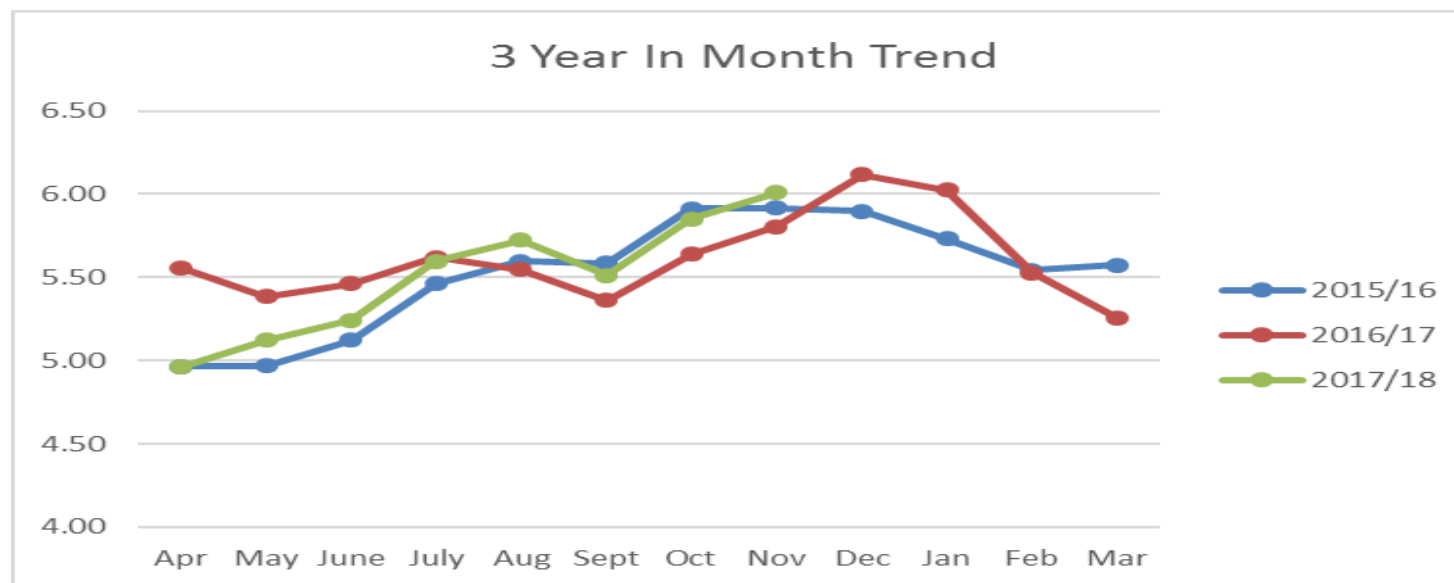
Given the poor performance overall in November it is no surprise that four out of six units have seen an increase in their in month and overall cumulative performance. The exception is POW, which continues to improve its cumulative performance each month from the beginning of the financial year.

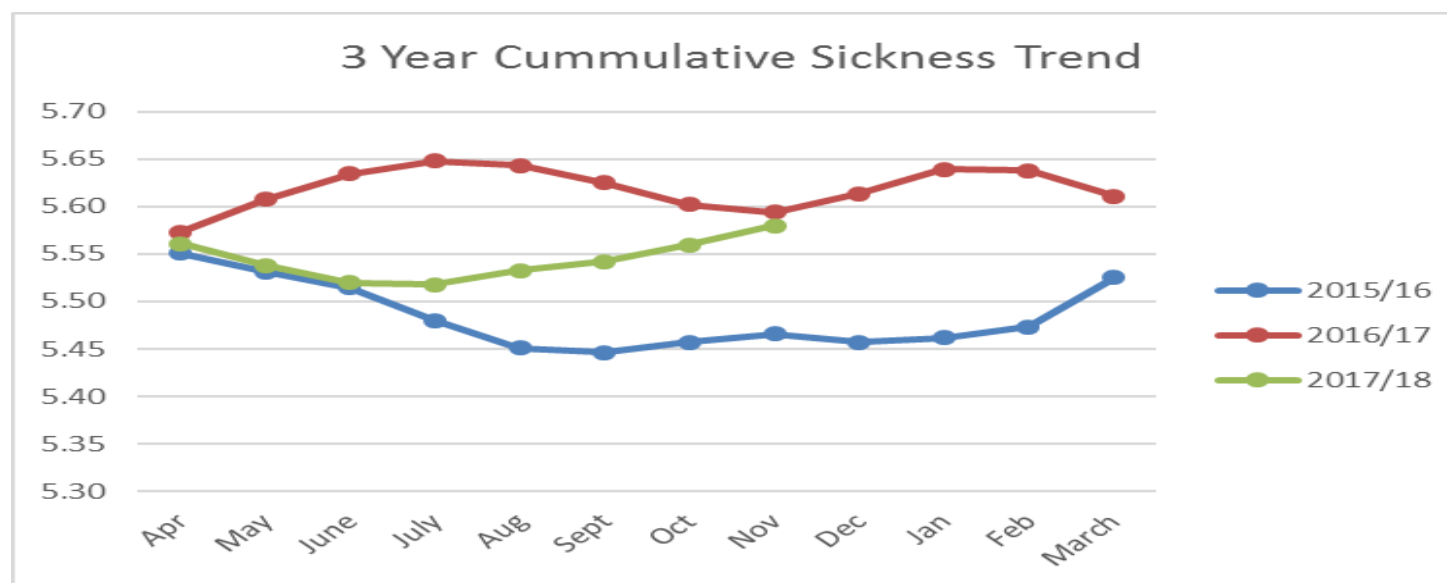
Of particular concern in this analysis is Singleton which saw almost a 1% increase in their in month performance and this is on top of an increase of 0.8 in the previous month. Further work needs to be undertaken to understand the issues that have given rise to this decline in performance.

|                      | In month | +/- on previous month | Cumulative | +/- on previous month |
|----------------------|----------|-----------------------|------------|-----------------------|
| Mental Health and LD | 6.07%    | + 0.29%               | 6.23%      | no change             |
| Morrison             | 6.08%    | + 0.04%               | 5.91%      | + 0.03%               |
| Neath Port Talbot    | 5.57%    | - 0.23%               | 4.54%      | + 0.03%               |
| PCC                  | 6.04%    | + 0.45%               | 5.51%      | + 0.02%               |
| POW                  | 4.90%    | - 0.10%               | 4.95%      | - 0.03%               |
| Singleton            | 6.81%    | + 0.82%               | 5.32%      | + 0.08%               |

### 3 Year Trend

As you would expect this shows the trend for an increase in the winter months in previous years although last year was particularly bad in December and January so if we can improve on that this year that will improve our cumulative position. However given November's performance has declined to 6%, the worst levels for the last three years, unless we see significant improvement in the remaining months of 2017/18 compared to last year we are unlikely to see any significant improvement to our cumulative position overall.





### Actual performance versus Target

The table highlights that Q2 was poor in terms of seeing any improvements, with performance stagnating and in the first two months of Q3 worsening. The below is based on our IMTP target trajectory which the Health Board performance card is still based on. Unless we see a marked improvement in performance through the remaining months of 2017/18 compared to last year we will fall short of the 5% recovery and sustainability target by between 0.25% and 0.5%.

|        | Projected end of March 2017 position | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 |
|--------|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Target | 5.7                                  | 5.65   | 5.6    | 5.55   | 5.5    | 5.45   | 5.4    | 5.35   | 5.3    | 5.25   | 5.25   | 5.2    | 5.15   |
| Actual | 5.7                                  | 5.65   | 5.59   | 5.54   | 5.53   | 5.54   | 5.54   | 5.56   | 5.58   |        |        |        |        |

### **Actions being taken**

To bring a more directed approach to the management of LTS we are currently focussing efforts on the top 10 worst LTS cases in each unit and will be taking this approach on a periodic basis via the HR teams in each unit. This approach has resulted in **30 of out of the longest 60 cases being resolved** either due to a return to work or termination. In addition we are focussing on the following actions: -

| <b>Actions taken completed Dec</b>   | <b>Actions planned for Jan/Feb</b>   |
|--|--|
| <ul style="list-style-type: none"><li>• Continuation of the ABMU Flu Campaign.</li><li>• Further Hot Spot area audits, focusing on escalation of triggers under the policy</li><li>• Comments received on first draft of managing long-term sickness guidance. This is aimed to assist managers with more tangible guidance around actions and timescales in addition to sickness policy.</li><li>• DU's sent repeat absentees list for previous Xmas periods to follow up with individuals.</li></ul> | <ul style="list-style-type: none"><li>• New model of OH delivery being introduced offering telephone based service to speed up assessments and provide advice.</li><li>• Sick Absence audits continuing within DUs.</li><li>• Review of medical staff sick absence reporting and actions taken.</li><li>• Further draft of LTS guidance following comments received in order to share with staff side</li><li>• Further analysis of impact of service change on sickness levels.</li><li>• Finalise actions to be taken as a result of data analysis into correlation between sickness absence, variable pay and vacancy gaps.</li><li>• Develop a plan to formally launch the new all Wales Health and Wellbeing guidance which has been developed.</li></ul> |

## Part 2 – Establishment, Vacancies and Recruitment

Over the last year or so we have been developing the ESR system to include an “establishment” figure so that we are able to accurately assess the number of true vacancies at any given time. The work has focused on our operational directorates and in particular nursing given the shortage of qualified nurses available within the employment market.

| Health Board                     | Budgeted Establishment as at 31 December 2017 | Staff in Post as at 31 December 2017 | Vacancy shown as +ve, over-establishment shown as -ve | Movement since November report |
|----------------------------------|---|--------------------------------------|---|--------------------------------|
| Add Prof Scientific and Technic  | 477.55  | 442.33                               | 35.22   | ↑                              |
| Additional Clinical Services     | 2742.16                                       | 2745.84                              | -3.68   | ↓                              |
| Administrative and Clerical      | 2551.7  | 2464.85                              | 86.85   | ↓                              |
| Allied Health Professionals      | 970.85  | 918.19                               | 52.66   | ↑                              |
| Estates and Ancillary            | 1514.21                                       | 1382.13                              | 132.08  | ↓                              |
| Healthcare Scientists            | 336.09  | 325.41                               | 10.68   | ↑                              |
| Medical and Dental               | 1497.41                                       | 1299.79                              | 197.62  | ↑                              |
| Nursing and Midwifery Registered | 4835.07                                       | 4452.23                              | 382.84  | ↑                              |
| Students                         | 11.00   | 7.90                                 | 3.10  | ↓                              |
| <b>Grand Total</b>               | <b>14936.04</b>                               | <b>14038.67</b>                      | <b>897.37</b>   | ↑                              |

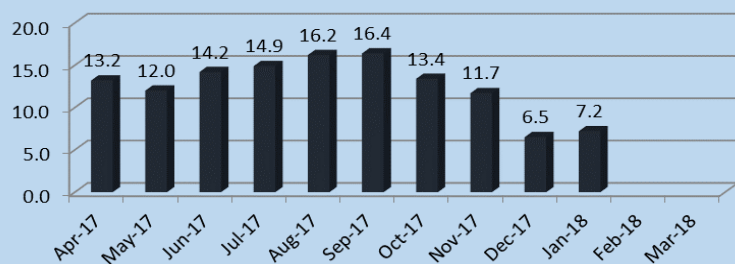
Vacancies have increased in many Occupational groups but this reflects the Holiday Period where recruitment activity is reduced.

| <b>Nursing Vacancies</b>                         |              | <b>Funded<br/>Establishment<br/>wte</b> | <b>Staff in<br/>Post<br/>wte</b> | <b>Vacancy<br/>(SIP -<br/>Funded)<br/>wte</b> |
|--|--------------|---|----------------------------------|---|
| <b>Singleton DU</b>                              | Qualified    | 783.26                                  | 715.21                           | -68.05  |
|  | Unqualified  | 284.80                                  | 293.91                           | 9.11  |
|  | <b>Total</b> | <b>1,068.06</b>                         | <b>1,009.12</b>                  | <b>-58.94</b>                                 |
|  |              |   |                                  |   |
| <b>POW DU</b>                                    | Qualified    | 746.08                                  | 647.21                           | -98.87  |
|  | Unqualified  | 282.65                                  | 265.44                           | -17.21  |
|  | <b>Total</b> | <b>1,028.73</b>                         | <b>912.65</b>                    | <b>-116.08</b>                                |
|  |              |   |                                  |   |
| <b>Morrison DU</b>                               | Qualified    | 1,450.48                                | 1289.88                          | -160.60                                       |
|  | Unqualified  | 424.10                                  | 509.88                           | 85.78   |
|  | <b>Total</b> | <b>1,874.58</b>                         | <b>1,799.76</b>                  | <b>-74.82</b>                                 |
|  |              |   |                                  |   |
| <b>Mental Health &amp; Learning Disabilities</b> | Qualified    | 824.28                                  | 732.65                           | -91.63  |
|  | Unqualified  | 670.50                                  | 619.28                           | -51.22  |
|  | <b>Total</b> | <b>1,494.78</b>                         | <b>1,351.93</b>                  | <b>-142.85</b>                                |
|  |              |   |                                  |   |
| <b>Primary Care &amp; Community DU</b>           | Qualified    | 680.13                                  | 642.88                           | -37.25  |
|  | Unqualified  | 228.72                                  | 205.21                           | -23.51  |
|  | <b>Total</b> | <b>908.85</b>                           | <b>848.09</b>                    | <b>-60.76</b>                                 |
|  |              |   |                                  |   |
| <b>NPT DU</b>                                    | Qualified    | 308.89                                  | 296.16                           | -12.73  |
|  | Unqualified  | 123.48                                  | 123.31                           | -0.17   |
|  | <b>Total</b> | <b>432.37</b>                           | <b>419.47</b>                    | <b>-12.90</b>                                 |



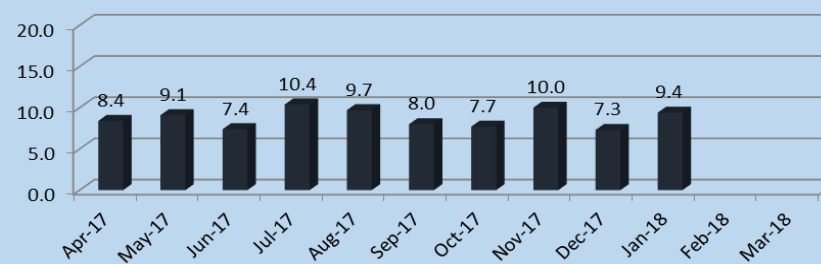
### Time to approve Vacancies

Target: 10 working days



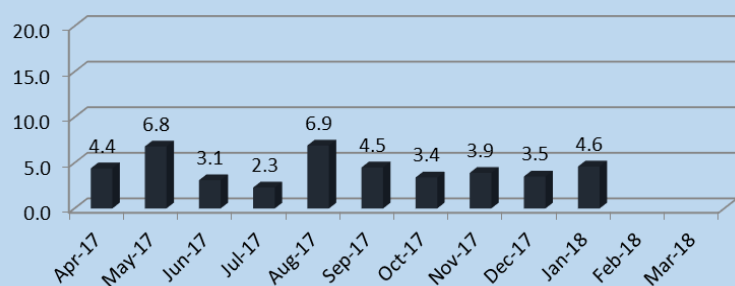
### Time to Shortlist by Managers

Target: 3 working days



### Time to notify Recruitment of Interview Outcome

Target: 3 working days












These are the three main KPIs within the TRAC/recruitment process that our managers have direct control over. Manager performance has improved considerably over the last two years. The planned recruitment guidance bulletins will address these KPIs. The approving of vacancies within TRAC once submitted remains over target. We plan to undertake a process review in this area taking in the new measures covering the time it takes to submit a TRAC request from date of resignation. (See below).

## Recruitment Timeline as at January 2018

| Org       | T16<br>TARGET TIME<br>Vacancy<br>Request<br>Submitted by<br>Manager to<br>Conditional<br>Offer Letter<br>Sent | T16<br>TIME TAKEN<br>Vacancy<br>Request<br>Submitted by<br>Manager to<br>Conditional<br>Offer Letter<br>Sent (inc Bank<br>Holidays) | T17<br>TARGET TIME<br>Conditional<br>Offer Letter<br>Sent to<br>Unconditional<br>Offer Letter<br>Sent | T17<br>TIME TAKEN<br>Conditional<br>Offer Letter<br>Sent to<br>Unconditional<br>Offer Letter<br>Sent (inc Bank<br>Holidays)<br>Excluding<br>Outliers | T17<br>TIME TAKEN<br>Conditional<br>Offer Letter<br>Sent to<br>Unconditional<br>Offer Letter<br>Sent (inc Bank<br>Holidays)<br>Including<br>Outliers | T18<br>TARGET TIME<br>Vacancy<br>Requested to<br>Unconditional<br>Offer Letter | T18<br>TIME TAKEN<br>Vacancy<br>Requested to<br>Unconditional<br>Offer Letter<br>(inc Bank<br>Holidays)<br>Including<br>Outliers |
|-----------|---|---|---|--|--|--|--|
| All Wales | 44.0  | 47.6  | 27.0  | 28.8   | 23.7   | 71.0   | 77.3   |
| ABMU      | 44.0  | 34.8  | 27.0  | 34.8   | 20.1   | 71.0   | 76.9   |
| AB        | 44.0  | 52.8  | 27.0  | 40.3   | 25.8   | 71.0   | 88.7   |
| BCU       | 44.0  | 49.2  | 27.0  | 17.1   | 39.2   | 71.0   | 86.2   |
| CV        | 44.0  | 55.8  | 27.0  | 40.1   | 24.8   | 71.0   | 88.9   |
| CT        | 44.0  | 54.2  | 27.0  | 40.9   | 25.2   | 71.0   | 91.5   |
| HD        | 44.0  | 50.8  | 27.0  | 30.6   | 17.8   | 71.0   | 76.3   |
| NWIS      | 44.0  | 49.6  | 27.0  | 21.9   | 18.4   | 71.0   | 69.2   |

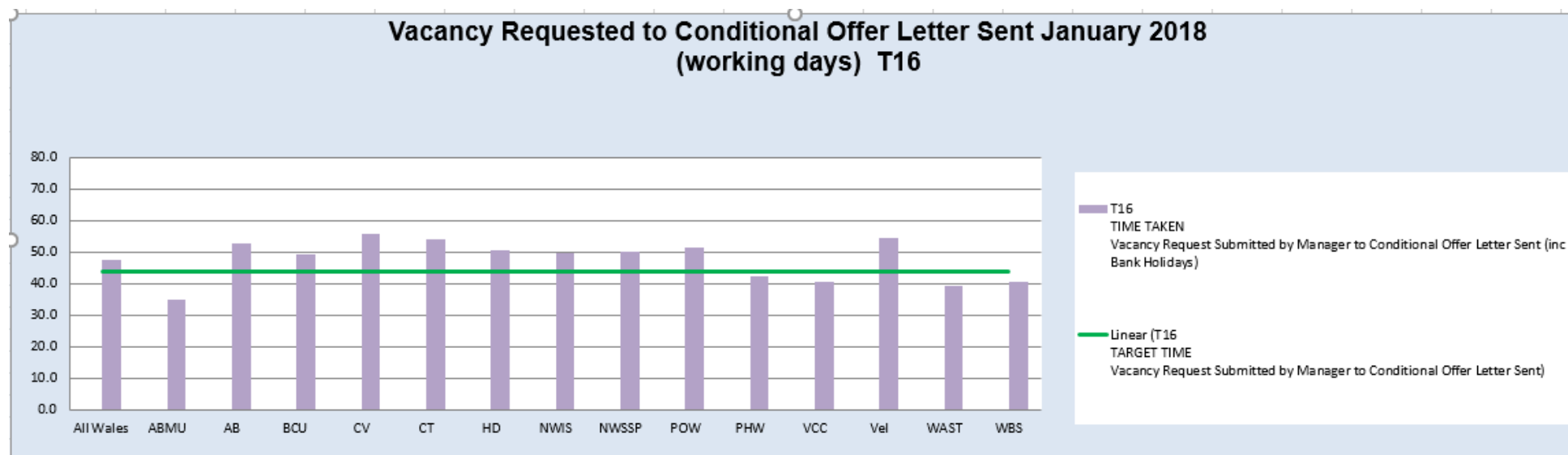
|       |      |      |      |      |      |      |      |
|-------|------|------|------|------|------|------|------|
| NWSSP | 44.0 | 50.2 | 27.0 | 23.2 | 18.8 | 71.0 | 65.8 |
| POW   | 44.0 | 51.4 | 27.0 | 44.5 | 28.0 | 71.0 | 94.6 |
| PHW   | 44.0 | 42.3 | 27.0 | 33.3 | 22.0 | 71.0 | 80.5 |
| VCC   | 44.0 | 40.8 | 27.0 | 22.0 | 22.0 | 71.0 | 72.5 |
| Vel   | 44.0 | 54.5 | 27.0 | 11.3 | 11.3 | 71.0 | 43.7 |
| WAST  | 44.0 | 39.4 | 27.0 | 19.1 | 34.9 | 71.0 | 84.2 |
| WBS   | 44.0 | 40.6 | 27.0 | 23.8 | 23.8 | 71.0 | 62.5 |

Note – outliers are cases where the timescales have been exceeded to a very significant level and often reflect issues with reporting activity as being concluded. The ability to run our own reports will allow ABMU to manage its own data cleansing.

| RAG Rating Key for table above.   |            |
|---|------------|
| T15   |            |
|    | > 50 days  |
|    | 45-50 days |
|    | 0-44 days  |
| T16   |            |
|   | > 50 days  |
|  | 28-50 days |
|  | 0-27 days  |
| T17   |            |
|  | > 91 days  |
|  | 71-91      |
|  | 0-71 days  |

#### Comment

- ABMU compares well against similar sized NHS Wales organisations.
- Outliers continue to adversely affect the target timescales.
- Delays with some checks do affect the end to end performance but all checks are now based on the absolute minimum required by law (right to work) and NHS recruitment standards.
- OH processes have been revised to look at improving triaging recruitment checks.
- The most significant delays remain applicant based eg failure to submit OH clearance declaration, failure to provide required documentation and or DNA at the identity checking appointments.



| Trac Recruitment Health Check<br>Average Times in Working Days       | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 |
|--|--------|--------|--------|--------|--------|--------|--------|
| From Notice Date to Vacancy Request Date (New measure from 01/08/17) | 67.4   | 43.4   | 56.7   | 64.3   | 49.1   | 36.6   | 48     |

This is a new measure which extracts data from the TRAC authorisation detailing when the individual gave notice to the date the TRAC authorisation was submitted. The ABMU KPI for this is 10 days, allowing some time for the effect the vacancy panel process has. The data clearly shows a lengthy delay between the point the incumbent for a post leaves and the date the request to recruit is submitted on TRAC. Looking at the reasons for this and improving performance is the first area we will explore following the ability to run DU specific reports.

| Actions taken completed November  | Actions planned for Feb / March  |
|---|--|
| <ul style="list-style-type: none"> <li>• First TRAC training session completed for SHRMs to allow us to generate DU specific reports on a range of recruitment activity.</li> <li>• First Recruitment Guidance bulletin Issued.</li> <li>• Second and final TRAC training session completed.</li> </ul> | <ul style="list-style-type: none"> <li>• Agreement on how the reports will be used internally within DUs established and how they will be incorporated into the monthly metrics report.</li> <li>• Three recruitment Guidance bulletins issued by end of February.</li> <li>• NWSSP running recruitment “clinics” for ABMU managers, dates to be confirmed.</li> <li>• First TRAC reports considered by DUs. Focus on delays in TRAC submission</li> </ul> |

### **Part 3 - Turnover & Labour Stability**

#### **Period Turnover Rate – 1 Dec 2016 – 31 Dec 2017**

| <b>Staff Group</b>               | <b>Headcount</b> | <b>FTE</b> | <b>Change<br/>(headcount)</b> |
|----------------------------------|------------------|------------|-------------------------------|
| Add Prof Scientific and Technic  | 8.91%            | 8.66%      | ↑                             |
| Additional Clinical Services     | 10.13%           | 9.87%      | ↑                             |
| Administrative and Clerical      | 8.91%            | 8.56%      | ↑                             |
| Allied Health Professionals      | 8.97%            | 8.63%      | ↓                             |
| Estates and Ancillary            | 7.11%            | 6.89%      | ↓                             |
| Healthcare Scientists            | 4.02%            | 3.75%      | ↑                             |
| Medical and Dental               | 8.12%            | 7.46%      | ↓                             |
| Nursing and Midwifery Registered | 10.05%           | 9.89%      | ↓                             |

Average turnover has decreased by 0.2% but remains relatively low as an organisational rate. The rate has been fluctuating around 9% for most of 2017. Nursing turnover remains highest of the staff groups but has reduced in the last three months.

| <b>Health Board - Excluding Junior<br/>Medical &amp; Dental Staff &amp; Students</b> | <b>Headcount</b> | <b>FTE</b> | <b>Change<br/>(headcount)</b> |
|--|------------------|------------|-------------------------------|
| Overall Rate   | 9.17%            | 8.93%      | ↓                             |

| Actions taken completed December/Jan   | Actions planned for Feb/March  |
|--|--|
| <ul style="list-style-type: none"> <li>Leavers data is circulated on a monthly basis to all DUs. Analysis at DU level has started but needs further development.</li> <li>New Exit Interview system has started</li> </ul> | <ul style="list-style-type: none"> <li>DU update analysis of leavers to establish patterns and check on concerns over staff leaving within the first year of their appointment with a focus on nursing.</li> <li>Continued development of a new exit interview system based on survey monkey that focuses on nursing, and covers all nurses. Outcome report planned for development for next Metrics Report</li> </ul> |

## Part 4 - PADR

### Current Position and Background

The following provides a breakdown by ABMU Delivery Unit of PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 30<sup>th</sup> January 2018 for a 12 month rolling period.

| Org L5  | Assignment Count | Reviews Completed | Reviews Completed % |
|---|------------------|-------------------|---------------------|
| 130 D3 Board Secretary - Div                          | 44               | 14                | 31.82               |
| 130 D3 Clinical Medical School - Div                  | 19               | 7                 | 36.84               |
| 130 D3 Clinical Research Unit - Div                   | 43               | 36                | 83.72               |
| 130 D3 Delivery Unit - Div                            | 33               | 0                 | 0.00                |
| 130 D3 Director of Strategy - Div                     | 1,670            | 458               | 27.43               |
| 130 D3 Director of Therapies & Health Sciences - Div  | 27               | 21                | 77.78               |
| 130 D3 EMRTS - Div                                    | 28               | 1                 | 3.57                |
| 130 D3 Finance - Div                                  | 97               | 76                | 78.35               |
| 130 D3 Informatics - Div                              | 397              | 50                | 12.59               |
| 130 D3 Medical Director - Div                         | 43               | 25                | 58.14               |
| 130 D3 Nurse Director - Div                           | 79               | 71                | 89.87               |
| 130 D3 Workforce & Organisational Development - Div   | 124              | 103               | 83.06               |
| 130 SDU - Mental Health & Learning Disabilities - Div | 1,988            | 1,455             | 73.19               |
| 130 SDU - Morriston Hospital - Div                    | 3,127            | 2,003             | 64.06               |
| 130 SDU - Neath Port Talbot Hospital - Div            | 1,435            | 1,076             | 74.98               |
| 130 SDU - Primary Care & Community - Div              | 1,757            | 1,439             | 81.90               |
| 130 SDU - Princess of Wales Hospital - Div            | 1,550            | 849               | 54.77               |
| 130 SDU - Singleton Hospital - Div                    | 2,170            | 1,234             | 56.87               |
| <b>Grand Total</b>                                    | <b>14,631</b>    | <b>8,918</b>      | <b>60.95</b>        |



Please find below a table of areas where the PADR Compliance is below 30%.

| Org L6   | Assignment Count | Reviews Completed | Reviews Completed % |
|--|------------------|-------------------|---------------------|
| 130 D3 Corporate Strategy - Dir                            | 39               | 6                 | 15.38               |
| 130 D3 Delivery Unit - Dir                                 | 33               | 0                 | 0.00                |
| 130 D3 EMRTS - Dir   | 28               | 1                 | 3.57                |
| 130 D3 Estates - Dir                                       | 215              | 50                | 23.26               |
| 130 D3 Head of Operational Services - Hotel Services - Dir | 1,416            | 402               | 28.39               |
| 130 D3 Informatics - Dir                                   | 397              | 50                | 12.59               |
| 130 MN Unit Management - Dir                               | 21               | 5                 | 23.81               |
| 130 POW Delivery Unit Management - Dir                     | 31               | 3                 | 9.68                |

The overall Health Board percentage of PADR's recorded within ESR as of January 2018 for a 12 month rolling period is **60.95%**, however the all-Wales and local target is 85% of PADR's recorded in ESR and so continued improvement remains essential.

| Actions taken completed Dec/Jan  | Actions planned for February   |
|--|--|
| <ul style="list-style-type: none"> <li>All staff with Learning Administration access have been contacted and further training events delivered. Work continues, to identify those who no longer require administrator access rights to support cleanse and enhance system security.</li> </ul> | <ul style="list-style-type: none"> <li>Requests for administrator access to input PADR data continue to be received and training will be provided accordingly</li> <li>There are 2 PADR for Review Workshops planned; one at the end of January at Singleton and one in February at POWH.</li> <li>PADR sessions for staff will continue to be offered as bespoke sessions delivered in the workplace</li> </ul> |

## Part 5 - Statutory and Mandatory Training

| Competency   | Compliance % |
|--|--------------|
| Equality, Diversity and Human Rights                       | 53.67%       |
| Fire Safety  | 60.13%       |
| Safety and Welfare   | 52.99%       |
| Infection Prevention and Control - Level 1                 | 51.96%       |
| Information Governance (Wales)                             | 59.58%       |
| Moving and Handling - Level 1                              | 37.51%       |
| Resuscitation – Level 1                                    | 34.23%       |
| Safeguarding Adults - Level 1                              | 47.92%       |
| Safeguarding Children - Level 1                            | 43.17%       |
| Violence and Aggression (Wales)                            | 49.79%       |
| Dementia awareness   | 47.93%       |
| Social Services and Well Being Act Wales Awareness (2014)  | 24.55%       |
| Violence Against Women, Domestic Abuse and Sexual Violence | 30.14%       |

In August 2016 it was mandated that the Electronic Staff Record (ESR) would be the only method of reporting Statutory and Mandatory Training Compliance for all NHS organisations. Subject Matter Experts and their administrators have been entering local Mandatory Training records / compliance, manually into ESR since October 2012. National e-Learning packages for the minimum competencies became available to Staff and Health Boards from June 2014, with new starters being able to access the e-Learning since October 2014, meaning an automatic transfer of training records between the Learning@Wales e-learning platform and ESR, however this is mainly for level 1 training.

A major change in the accessing of e-learning was completed on 1<sup>st</sup> January 2017, meaning that staff are only able to access e-learning modules for Mandatory and other e-learning via the ESR system. This has had the following benefits, which have been lacking to date:

- Only needing 1 log-on / password
- Instant and accurate updating of individual training records for the Mandatory Training subjects
- Removal of the use to enrolment keys
- Access to a greater variety of e-learning subjects
- Managers with Manager Self Service access will be able to monitor the training compliance of their staff direct

| Actions taken completed Dec/Jan  | Actions planned for February  |
|--|---|
| <ul style="list-style-type: none"> <li>• ESR underwent a significant up-grade in functionality on 1<sup>st</sup> January 2018 and a user-friendly portal was made available to all staff from December 2017, resulting in ESR access from home, tablets and other mobile devices.</li> <li>• A recent data upload to record the change in Dementia competence has resulted in a change to over 3500 records, similarly a change to the social services competence resulted in over 12,000 records being updated, this has not yet been reflected in the above figures, due to the timing of the report.</li> </ul> | <ul style="list-style-type: none"> <li>• Accurate and up-dated reporting of Dementia and Social Services &amp; Wellbeing compliance in line the recent bulk data up-load in readiness for the next metric report.</li> <li>• Delivery and Facilitation of 6 e-learning drop-in workshops across 2 main hospital sites.</li> </ul> |

## Part 6 - Variable Pay

The Health Board variable pay spend, excluding payments for Waiting List Initiatives for the first nine months of 2017/18 is £27.026m This compares to a spend of £30.886m for the same period of the previous financial year. This is a reduction of £3.860m between the two financial years.

The table below summaries the key elements of the variable pay and the comparison with the previous year.

|                               | 2017/18 Apr - Dec<br>£m | 2016/17 Apr - Dec<br>£m | Change between<br>years<br>£m |
|-------------------------------|-------------------------|-------------------------|-------------------------------|
| Medical – Additional Payments | 5.410                   | 5.282                   | +0.128                        |
| Medical – Agency              | 6.240                   | 6.823                   | -0.583                        |
| Non Medical – Bank            | 6.143                   | 5.515                   | -0.628                        |
| Non Medical – Overtime        | 4.457                   | 5.732                   | -1.275                        |
| Non Medical – Agency          | 8.346                   | 10.677                  | -2.331                        |
|                               |                         |                         |                               |
| <b>Total Spend</b>            | 30.596                  | 34.029                  | -3.433                        |

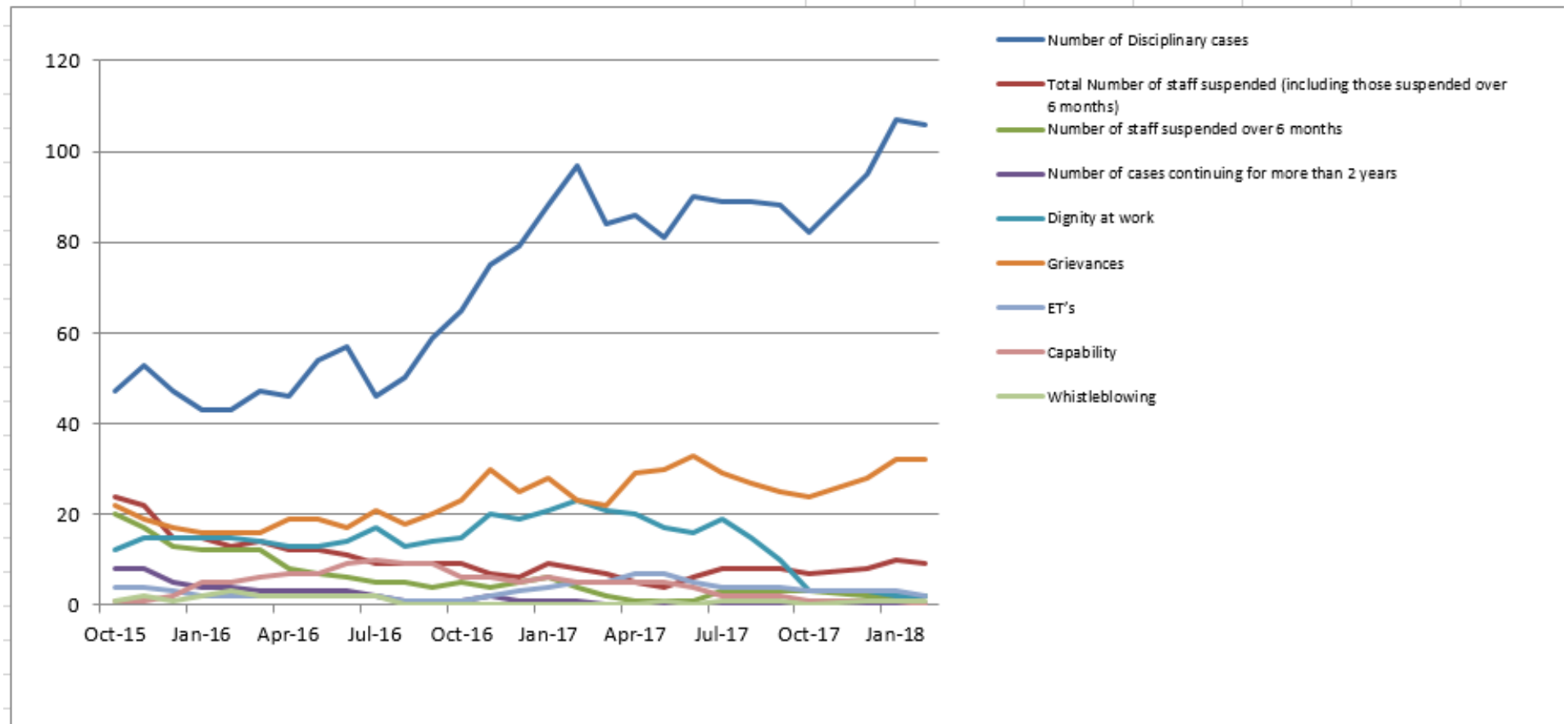
Medical staff variable pay has increased significantly over recent years, for both internal cover and agency staff, this reflects sustaining existing rotas in light of increasing medical vacancies and pressures to increase rota to improve training for junior doctors. This financial year has seen a reduction in costs of almost £0.5m for the year to date. The Welsh Government cap on agency and internal cover rates came into effect from mid-November and has had little impact on the costs reported to date, however the modelling work undertaken indicates savings of around £1.5m in a full year.

The non-medical variable pay spend reduction reported in 2016/17 has continued, driven by reductions in agency and overtime expenditure. The overtime reduction can be mainly attributed to Registered Nurses and HCSW and has in part been offset by increasing bank usage. The agency reduction is mainly attributed to Admin and Clerical staff, where agency costs have reduced from £2.485m in the first 9 months of 2016/17 to £0.832m for the same period in 2017/18.

Analysis of variable pay performance forms part of the performance reviews for all Delivery Units.

| Actions taken completed Dec/Jan   | Actions planned for Feb/March  |
|---|--|
| <ul style="list-style-type: none"> <li>• Ongoing support and management to implement the Agency Cap for Medical and Dental Staff introduced to support reduction in locum/agency usage and costs.</li> <li>• New bank system continues to be imbedded within the HB, Post implementation review started.</li> <li>• Analysis of Bank Incentivisation options completed</li> </ul> | <ul style="list-style-type: none"> <li>• Complete review of Agency diagnostic Tool outcome seek Executive team approval for recommendations from that exercise.</li> <li>• Agency Action Plan issued with timetable for completion.</li> <li>• Reach final decision on bank work incentivisation.</li> </ul> |

## Part 7 - Operational Workforce Activity

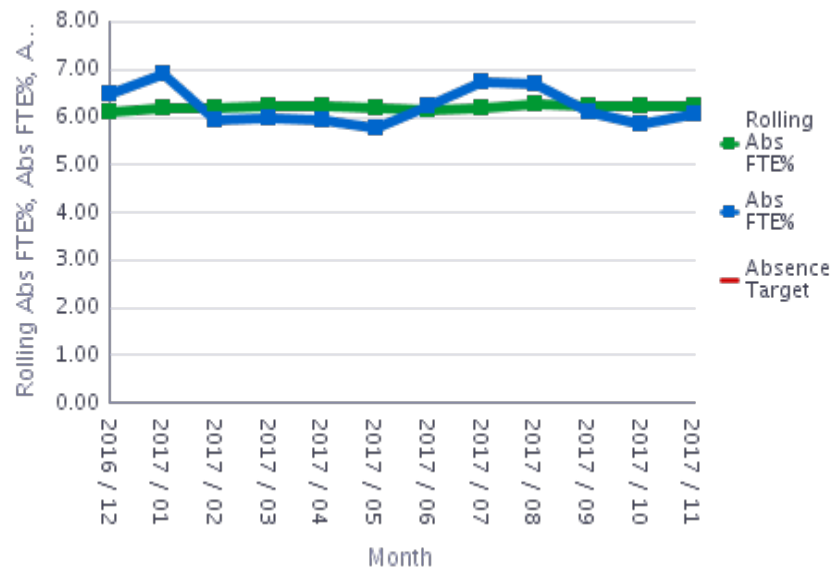


| Actions taken completed November  | Actions planned for Feb/March   |
|---|---|
| <ul style="list-style-type: none"> <li>• Revised central database updated</li> <li>• NAAIS Cases reported through IG Board</li> </ul> | <ul style="list-style-type: none"> <li>• Revised guidance covering the Initial Assessment phase of the all Wales Disciplinary Policy to be issued.</li> <li>• Internal review within HR to look at consistency issues and establish common guidance for Operational Teams Support and Guidance to Investigation Officers to be revised and reissued.</li> </ul> |

# Mental Health & Learning Disabilities Delivery Unit

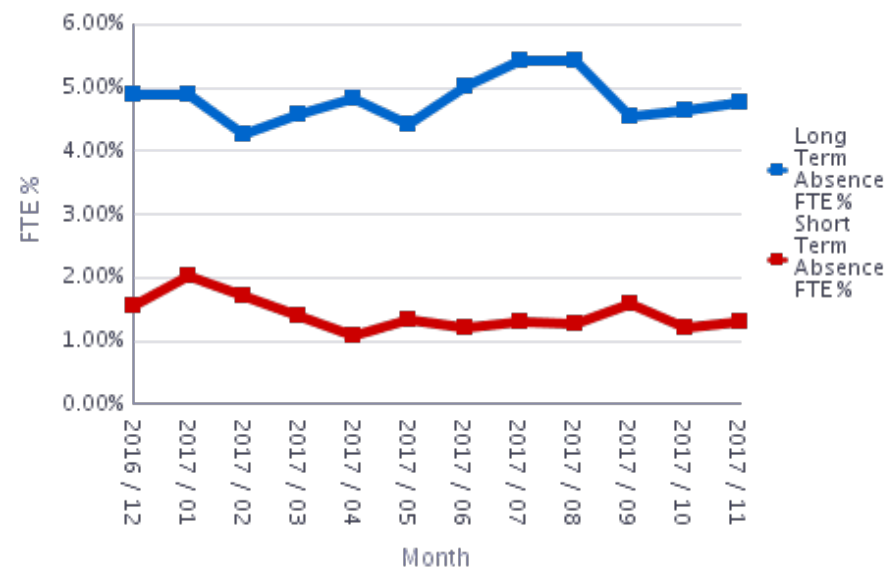
## Part 1 – Sickness Absence December 2016 – November 2017

### Rolling 12 Month



The rolling 12 month sick absence rates were 6.23% in November 2017 and have remained static at around 6.23% over the last four months.

### In Month Absence

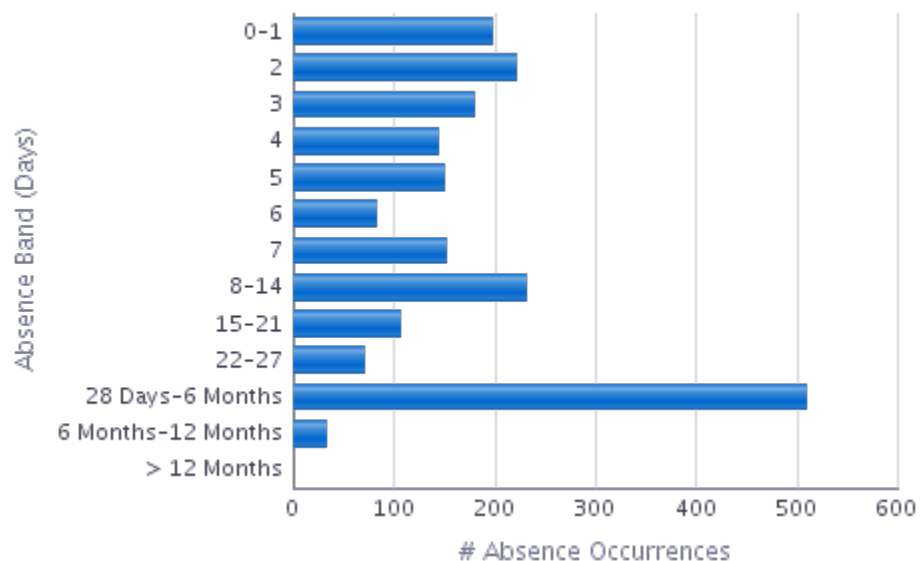


Short and long term absence have increased from October to November 2017. However, short term absence reduced overall from 1.46% in November 2016 to 1.29% in November 2017. Long term absence reduced overall from 4.82% in November 2016 to 4.78% in November 2017.



### Length of Absence

The chart below shows that the majority of absences are between 28 days and 6 months. This is a similar pattern to that over the last 12 months.



### Delivery Unit performance July to November 2017

The DU had enjoyed a reducing trend in its total in month absence position from July to October 2017, but has seen an increase in November 2017.

|                | In month | +/- on previous month | Cumulative | +/- on previous month |
|----------------|----------|-----------------------|------------|-----------------------|
| July 2017      | 6.67%    |                       | 6.19%      |                       |
| August 2017    | 6.64%    | - 0.03%               | 6.23%      | + 0.04%               |
| September 2017 | 5.95%    | - 0.69%               | 6.21%      | - 0.02%               |
| October 2017   | 5.78%    | -0.17%                | 6.23%      | + 0.02%               |
| November 2017  | 6.07%    | +0.29%                | 6.23%      | No change             |

Actions taken completed November

Actions planned for Jan/Feb

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Continuation of the ABMU Flu Campaign.</li> <li>• Following Hot Spot area audits, sickness process training needs have been reviewed with plans to address shortfalls.</li> <li>• 138 DU managers have attended Nelson Training.</li> </ul> | <ul style="list-style-type: none"> <li>• Sick Absence audits continuing across DU Localities.</li> <li>• Reviewing medical staff sick absence reporting and actions taken as part of Medical Workforce Meeting.</li> <li>• DU hot spot analysis across all localities.</li> <li>• Review of top 10 long term sickness cases on a monthly basis in Locality Sickness meetings.</li> <li>• DU taking part in taster sessions for Art Therapy project to improve staff health and wellbeing on 19/20<sup>th</sup> March 2018.</li> <li>• In process of identifying resources to pilot DU Staff Counsellor for 12 months in Specialist Services Locality.</li> <li>• DU Wellbeing Champions leading on support for 'Time to Talk Day' on 1 February 2018 in each Locality.</li> <li>• DU supported 32 Wellbeing Champions and each Locality reviewing how they can best be utilised to support staff health and wellbeing.</li> <li>• Review of attendance at monthly Locality Sickness Meetings.</li> </ul> |
|--|--|

## Part 2 – Establishment, Vacancies and Recruitment – December 2017

| Directorate                            | Staff Category      | Budget<br>Wte   | SIP Detail<br>FTE | -Under / Over<br>Establishment |
|--|---------------------|-----------------|-------------------|--------------------------------|
| MH & LD Delivery Unit                  | Admin & Clerical    | 203.06          | 189.87            | -13.19 ↑                       |
|  | Consultant          | 47.90           | 41.90             | -6.00 ↓                        |
|  | Other               | 320.04          | 267.00            | -53.04 ↑                       |
|  | Other Medical Staff | 78.61           | 51.46             | -27.15 No change               |
|  | Qualified Nurse     | 824.28          | 745.45            | -78.83 ↑                       |
|  | Unqualified Nurse   | 670.50          | 621.53            | -48.97 ↑                       |
| <b>MH &amp; LD Delivery Unit Total</b> |                     | <b>2,144.39</b> | <b>1,917.20</b>   | <b>-227.19</b>                 |

In December 2017, the WTE for planned reinvestment into Community services had been budget set. These investments enable the planned ward closures within Older Peoples Services. As the ward closures are not agreed, their respective WTE remains, therefore, overstating the vacancy position by 42 WTE within qualified and unqualified nursing.

The Delivery Unit has two main areas of recruitment difficulty, substantive medical appointments and qualified nursing. The largest shortfall in qualified nursing is within Learning Disabilities Inpatient and Community Services. Specialist Services Locality has the largest amount of nursing vacancies at 50WTE of which 36 WTE are either awaiting commencement or are in recruitment.

The Delivery Unit is presently utilising 10 MEDACs locums to backfill approximately 19 medical vacancies. The remainder is covered via additional sessions or remaining vacant. The Delivery Unit Medical Workforce Group are pursuing strategies to substantively recruit.

|  |               |
|--|---------------|
| <b>Mental Health &amp; Learning Disabilities Delivery Unit Vacancies Reported Vacancies as at Dec 2017</b> | <b>227.19</b> |
| Less: Vacancies filled via recharges (Velindre/Social Services/University)                                 | 22            |
| Establishing Community Investments   | 34.1          |
| <b>Total Adjusted Vacancies as at Dec 2017</b>   | <b>171.09</b> |
| <b>Breakdown of Key Vacancies:</b>   |               |
| Medical  | 19            |
| Older Peoples ward staff pending removal through service change  | 42            |
| Learning Disabilities Community Services   | 24            |
| Learning Disabilities Inpatient Services   | 22            |
| Specialist Services Inpatient Services   | 42            |
| Remaining spread across services   | 22            |
| <b>Breakdown of Key Vacancies Total</b>  | <b>171</b>    |

### Part 3 - Turnover & Labour Stability

#### Period Turnover Rate – 1 January 2017 – 31 December 2017

| Staff Group                      | FTE    |
|----------------------------------|--------|
| Add Prof Scientific and Technic  | 24.01% |
| Additional Clinical Services     | 8.31%  |
| Administrative and Clerical      | 7.54%  |
| Allied Health Professionals      | 7.15%  |
| Estates and Ancillary            | 9.73%  |
| Medical and Dental               | 7.35%  |
| Nursing and Midwifery Registered | 9.85%  |

Average turnover has decreased over the last few months. The overall rate has been fluctuating around 9% for most of 2017. Nursing turnover was of concern as it had been as high as 11.89% in the last 12 months, mainly due to high level of retirements. The nursing turnover has now reduced to 9.85% in December 2017.

#### Health Board - Excluding Junior Medical & Dental Staff & Students

|              |       |
|--------------|-------|
| Overall Rate | 9.09% |
|--------------|-------|

| Actions taken completed November   | Actions planned for Dec/Jan   |
|--|---|
| <ul style="list-style-type: none"><li>Leaver's data is circulated on a monthly basis to all Localities as part of the DU HR report to Board.</li></ul> | <ul style="list-style-type: none"><li>DU update analysis of leavers to establish patterns and check on concerns over staff leaving within the first year of their appointment with a focus on nursing.</li><li>Each Localities have been asked to undertake an exercise for all staff groups to ascertain a more informed picture of predicted retirements over next 3-5 years.</li></ul> |

## Part 4 - PADR

### Current Position and Background

The following provides a breakdown by MH & LD Delivery Unit cost centre PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 31<sup>st</sup> December 2017 for a 12 month rolling period.

| Org L6                             | Org L8  | Assignment Count | Reviews Completed | Reviews Completed % |
|------------------------------------|---|------------------|-------------------|---------------------|
| 130 Head of Operations - Dir       | 130 R001 Mental Health Directorate Support    | 5                | 3                 | 60.00               |
| 130 Head of Operations - Dir       | 130 R004 Joint Training & Education           | 1                | 0                 | 0.00                |
| 130 Head of Operations - Dir       | 130 R005 Mental Health Administration         | 38               | 31                | 81.58               |
| 130 Head of Operations - Dir       | 130 R008 Mental Health Directorate Management | 9                | 5                 | 55.56               |
| 130 Head of Operations - Dir       | 130 T013 Special Projects Team                | 1                | 0                 | 0.00                |
| 130 Head of Operations - Dir       | 130 T014 Directorate Team                     | 4                | 4                 | 100.00              |
| 130 Head of Psychology & Therapies | 130 R210 Professional Heads of Therapies      | 4                | 4                 | 100.00              |
| 130 MHL D Bridgend Locality - Dir  | 130 R016 MH Measure Bridgend                  | 11               | 9                 | 81.82               |
| 130 MHL D Bridgend Locality - Dir  | 130 R020 Psychological Therapies Bridgend     | 2                | 1                 | 50.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R024 ARC Day Opportunities                | 4                | 4                 | 100.00              |
| 130 MHL D Bridgend Locality - Dir  | 130 R030 Bridgend MH Comm Serv                | 11               | 5                 | 45.45               |
| 130 MHL D Bridgend Locality - Dir  | 130 R032 Bridgend Psychology                  | 3                | 3                 | 100.00              |
| 130 MHL D Bridgend Locality - Dir  | 130 R034 PICU Coity Clinic                    | 28               | 21                | 75.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R037 South Bridgend CMHT                  | 15               | 13                | 86.67               |
| 130 MHL D Bridgend Locality - Dir  | 130 R038 North Bridgend CMHT                  | 21               | 17                | 80.95               |
| 130 MHL D Bridgend Locality - Dir  | 130 R107 Perinatal MH Services                | 10               | 1                 | 10.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R109 Occupational Therapy Management      | 3                | 1                 | 33.33               |
| 130 MHL D Bridgend Locality - Dir  | 130 R111 Coity Clinic Ward 14                 | 26               | 20                | 76.92               |
| 130 MHL D Bridgend Locality - Dir  | 130 R112 Coity Clinic Ward 21                 | 24               | 18                | 75.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R113 OT & Physio Adult Bridgend           | 10               | 8                 | 80.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R115 Bridgend Crisis Team                 | 19               | 16                | 84.21               |
| 130 MHL D Bridgend Locality - Dir  | 130 R121 MH Bridgend OT OPS                   | 5                | 4                 | 80.00               |
| 130 MHL D Bridgend Locality - Dir  | 130 R129 Bridgend Continuing Health Care      | 16               | 13                | 81.25               |
| 130 MHL D Bridgend Locality - Dir  | 130 R131 Angelton Clinic Ward 1               | 18               | 18                | 100.00              |

|  |   |    |    |        |
|--|---|----|----|--------|
| 130 MHL D Bridgend Locality - Dir          | 130 R133 Angelton Clinic Ward 3             | 17 | 10 | 58.82  |
| 130 MHL D Bridgend Locality - Dir          | 130 R134 Coity Clinic Ward 15               | 20 | 8  | 40.00  |
| 130 MHL D Bridgend Locality - Dir          | 130 R135 Angelton Clinic Ward 2             | 28 | 19 | 67.86  |
| 130 MHL D Bridgend Locality - Dir          | 130 R136 EMI Teams                          | 13 | 10 | 76.92  |
| 130 MHL D Bridgend Locality - Dir          | 130 R201 MH Community Drug & Alcohol        | 5  | 2  | 40.00  |
| 130 MHL D Bridgend Locality - Dir          | 130 R202 Home Detox                         | 2  | 2  | 100.00 |
| 130 MHL D Bridgend Locality - Dir          | 130 R203 SMAP Funding                       | 6  | 3  | 50.00  |
| 130 MHL D Bridgend Locality - Dir          | 130 R204 Bridgend Assessment Service        | 1  | 1  | 100.00 |
| 130 MHL D Bridgend Locality - Dir          | 130 R610 Bridgend Locality Management       | 6  | 4  | 66.67  |
| 130 MHL D Bridgend Locality - Dir          | 130 T006 LD Dietician                       | 3  | 2  | 66.67  |
| 130 MHL D Bridgend Locality - Dir          | 130 T007 LD Art Therapy                     | 4  | 4  | 100.00 |
| 130 MHL D Bridgend Locality - Dir          | 130 T010 LD Administration                  | 19 | 14 | 73.68  |
| 130 MHL D Bridgend Locality - Dir          | 130 T017 Community Health Team - Bridgend   | 18 | 15 | 83.33  |
| 130 MHL D Bridgend Locality - Dir          | 130 T018 Community Health Team - Cardiff    | 33 | 26 | 78.79  |
| 130 MHL D Bridgend Locality - Dir          | 130 T019 Community Health Team - Vale       | 15 | 15 | 100.00 |
| 130 MHL D Bridgend Locality - Dir          | 130 T020 Community Health Team - RCT East   | 10 | 9  | 90.00  |
| 130 MHL D Bridgend Locality - Dir          | 130 T021 Community Health Team - RCT West   | 14 | 10 | 71.43  |
| 130 MHL D Bridgend Locality - Dir          | 130 T022 Community Health Team - Merthyr    | 8  | 8  | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 N028 Occupational Therapy OPS NPT       | 13 | 11 | 84.62  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R002 Mental Health Veterans Service     | 5  | 3  | 60.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R007 NPTH MH Administration             | 7  | 6  | 85.71  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R053 Dechrau Newydd                     | 3  | 3  | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R058 NPT MH Measure                     | 17 | 14 | 82.35  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R062 South Community MH Team            | 11 | 11 | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R063 North Community MH Team            | 12 | 11 | 91.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R064 Neath Psychology                   | 4  | 3  | 75.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R067 NPTH Ward F Acute                  | 30 | 23 | 76.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R068 NPTH Recovery Unit                 | 3  | 3  | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R069 NPT Assertive Outreach Team - NPTH | 6  | 4  | 66.67  |

|  |  |    |    |        |
|--|--|----|----|--------|
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R070 NPTH CRHT Team                          | 12 | 11 | 91.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R079 First Episode Psychosis                 | 5  | 4  | 80.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R102 NPT Detox Ward                          | 14 | 12 | 85.71  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R105 Occupational Therapy Adult NPT          | 5  | 4  | 80.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R140 Tonna EMI General Admin                 | 11 | 11 | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R142 Tonna Emi Suite 1                       | 22 | 18 | 81.82  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R143 Tonna Emi Suite 2                       | 24 | 16 | 66.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R144 Tonna Suite 3                           | 4  | 3  | 75.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R145 Tonna Emi Suite 4                       | 26 | 18 | 69.23  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R146 Tonna EMI Day Hospital                  | 8  | 7  | 87.50  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R147 Neath Community Emi                     | 31 | 30 | 96.77  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R150 NPTH Ward G EMI                         | 28 | 25 | 89.29  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R151 NPTH Day Hospital G                     | 5  | 5  | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R156 Young Onset Dementia Service            | 1  | 1  | 100.00 |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R157 Dementia Services - OP/CMHT             | 11 | 8  | 72.73  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R220 MH Comm Drug & Alcohol                  | 7  | 5  | 71.43  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R222 Low Threshold Prescribing Service       | 3  | 2  | 66.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R225 SMART                                   | 2  | 1  | 50.00  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 R510 Neath Port Talbot Locality Management   | 3  | 2  | 66.67  |
| 130 MHL D Neath Port Talbot Locality - Dir | 130 T016 Community Health Team - Neath           | 19 | 12 | 63.16  |
| 130 MHL D Swansea Locality - Dir           | 130 R014 CC Medical Records                      | 2  | 1  | 50.00  |
| 130 MHL D Swansea Locality - Dir           | 130 R059 MH Eating Disorders                     | 1  | 1  | 100.00 |
| 130 MHL D Swansea Locality - Dir           | 130 R077 Assertive Outreach Team - Swansea       | 12 | 10 | 83.33  |
| 130 MHL D Swansea Locality - Dir           | 130 R083 Swansea Psychology                      | 9  | 5  | 55.56  |
| 130 MHL D Swansea Locality - Dir           | 130 R084 Fendrod Ward CCH                        | 25 | 25 | 100.00 |
| 130 MHL D Swansea Locality - Dir           | 130 R085 Clyne Ward CCH                          | 24 | 19 | 79.17  |
| 130 MHL D Swansea Locality - Dir           | 130 R087 Community Acute Area 1 (Central Clinic) | 15 | 11 | 73.33  |
| 130 MHL D Swansea Locality - Dir           | 130 R088 Community Acute Area 2 (Central Clinic) | 21 | 18 | 85.71  |
| 130 MHL D Swansea Locality - Dir           | 130 R089 Community Acute Area 3 (Ty-Einon)       | 28 | 25 | 89.29  |



|  |  |    |    |        |
|--|--|----|----|--------|
| 130 MHL D Swansea Locality - Dir                           | 130 R092 Crisis Resolution Service                             | 29 | 28 | 96.55  |
| 130 MHL D Swansea Locality - Dir                           | 130 R093 Adult Liaison Psychiatry                              | 25 | 21 | 84.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 R100 Nurse Admin for Adult Psychiatry                      | 1  | 0  | 0.00   |
| 130 MHL D Swansea Locality - Dir                           | 130 R104 CC Adult Occupational Therapy                         | 18 | 9  | 50.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 R106 CC Occupational Therapy                               | 8  | 4  | 50.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 R110 CC Physiotherapy                                      | 4  | 4  | 100.00 |
| 130 MHL D Swansea Locality - Dir                           | 130 R127 MH Measure Swansea                                    | 28 | 23 | 82.14  |
| 130 MHL D Swansea Locality - Dir                           | 130 R160 CC Onen Ward  | 36 | 30 | 83.33  |
| 130 MHL D Swansea Locality - Dir                           | 130 R161 CC Derwen Ward  | 37 | 23 | 62.16  |
| 130 MHL D Swansea Locality - Dir                           | 130 R167 Old Age Psych -Nurse Admin                            | 12 | 10 | 83.33  |
| 130 MHL D Swansea Locality - Dir                           | 130 R168 Memory Clinic   | 5  | 5  | 100.00 |
| 130 MHL D Swansea Locality - Dir                           | 130 R170 CC Celyn Ward   | 37 | 21 | 56.76  |
| 130 MHL D Swansea Locality - Dir                           | 130 R171 Garngoch Day Hospital                                 | 4  | 1  | 25.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 R172 Westfa Day Care                                       | 4  | 4  | 100.00 |
| 130 MHL D Swansea Locality - Dir                           | 130 R173 EMI Areas 1 & 2                                       | 16 | 12 | 75.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 R174 EMI Areas 3 & 4                                       | 16 | 11 | 68.75  |
| 130 MHL D Swansea Locality - Dir                           | 130 R175 Community In Reach Team - Swansea                     | 7  | 5  | 71.43  |
| 130 MHL D Swansea Locality - Dir                           | 130 R241 Medical Staff - Substance Misuse                      | 1  | 1  | 100.00 |
| 130 MHL D Swansea Locality - Dir                           | 130 R244 Community Drugs Team                                  | 18 | 11 | 61.11  |
| 130 MHL D Swansea Locality - Dir                           | 130 R410 Swansea Locality Management                           | 2  | 1  | 50.00  |
| 130 MHL D Swansea Locality - Dir                           | 130 T015 Community Health Team - Swansea                       | 15 | 13 | 86.67  |
| 130 Mental Health & Learning Disabilities Management - Dir | 130 6F43 Mental Health & Learning Disabilities Unit Management | 17 | 8  | 47.06  |
| 130 Mental Health & Learning Disabilities Management - Dir | 130 R003 MH Informatics Team                                   | 2  | 2  | 100.00 |
| 130 Specialist Services - Dir                              | 130 N029 Forensic Occupational Therapy                         | 9  | 8  | 88.89  |
| 130 Specialist Services - Dir                              | 130 R026 Cefn Yr Afon Quarella Road                            | 29 | 19 | 65.52  |
| 130 Specialist Services - Dir                              | 130 R055 Cedar Ward  | 23 | 20 | 86.96  |
| 130 Specialist Services - Dir                              | 130 R056 Rowan Ward  | 24 | 20 | 83.33  |
| 130 Specialist Services - Dir                              | 130 R057 Taith Newydd Support Services                         | 14 | 5  | 35.71  |
| 130 Specialist Services - Dir                              | 130 R076 Step Down Unit CCH - Ty Gwanwyn                       | 10 | 8  | 80.00  |

|                               |  |              |              |              |
|-------------------------------|--|--------------|--------------|--------------|
| 130 Specialist Services - Dir | 130 R078 Step Down Unit CCH - Carreg Sarn        | 11           | 5            | 45.45        |
| 130 Specialist Services - Dir | 130 R091 Criminal Justice Team                   | 14           | 14           | 100.00       |
| 130 Specialist Services - Dir | 130 R097 Gwelfor Unit CC                         | 29           | 22           | 75.86        |
| 130 Specialist Services - Dir | 130 R099 Medical Staffing for Rehab/R            | 1            | 0            | 0.00         |
| 130 Specialist Services - Dir | 130 R260 Forensic General Services               | 37           | 34           | 91.89        |
| 130 Specialist Services - Dir | 130 R261 Forensic Prof Support Services          | 5            | 5            | 100.00       |
| 130 Specialist Services - Dir | 130 R263 Forensic Penarth Ward                   | 35           | 25           | 71.43        |
| 130 Specialist Services - Dir | 130 R264 Forensic Ogmre Ward                     | 29           | 23           | 79.31        |
| 130 Specialist Services - Dir | 130 R265 Forensic Nursing Services               | 15           | 13           | 86.67        |
| 130 Specialist Services - Dir | 130 R266 Forensic Newton Ward                    | 34           | 25           | 73.53        |
| 130 Specialist Services - Dir | 130 R268 Forensic Cardigan Ward                  | 23           | 20           | 86.96        |
| 130 Specialist Services - Dir | 130 R270 Forensic Tenby Ward                     | 31           | 29           | 93.55        |
| 130 Specialist Services - Dir | 130 R290 Prison In-Reach Team                    | 7            | 5            | 71.43        |
| 130 Specialist Services - Dir | 130 R431 CHC Staffing Costs                      | 11           | 10           | 90.91        |
| 130 Specialist Services - Dir | 130 R710 Specialist Services Locality Management | 5            | 4            | 80.00        |
| 130 Specialist Services - Dir | 130 T040 Special Services - Meadow Court         | 19           | 19           | 100.00       |
| 130 Specialist Services - Dir | 130 T041 Special Services - Dan-y-Bont           | 19           | 15           | 78.95        |
| 130 Specialist Services - Dir | 130 T042 Special Services - Ty Garth Newydd      | 21           | 16           | 76.19        |
| 130 Specialist Services - Dir | 130 T043 Special Services - Bryn Afon            | 17           | 9            | 52.94        |
| 130 Specialist Services - Dir | 130 T044 Special Services - Swyn-y-Afon          | 17           | 7            | 41.18        |
| 130 Specialist Services - Dir | 130 T045 Special Services - Dan-y-Deri           | 15           | 10           | 66.67        |
| 130 Specialist Services - Dir | 130 T047 Special Services - Lletty Newydd        | 22           | 17           | 77.27        |
| 130 Specialist Services - Dir | 130 T060 Special Services - Hafod-y-Wennol       | 19           | 18           | 94.74        |
| 130 Specialist Services - Dir | 130 T061 Special Services - Llwyneryr            | 22           | 15           | 68.18        |
| 130 Specialist Services - Dir | 130 T062 Special Services - Laurels & Briary     | 31           | 25           | 80.65        |
| 130 Specialist Services - Dir | 130 T063 Special Services - Rowan House          | 22           | 15           | 68.18        |
| 130 Specialist Services - Dir | 130 T080 Special Services - Facing the Challenge | 9            | 6            | 66.67        |
| 130 Specialist Services - Dir | 130 T081 Special Services Behavioural Team       | 14           | 7            | 50.00        |
| <b>Grand Total</b>            |  | <b>1,984</b> | <b>1,523</b> | <b>76.76</b> |

The DU's position has continued to improve and has increased by 1.4% from November to December 2017 to 76.76%. The target is for the DU to reach the all-Wales and local target of 85% by end of March 2018.

| <b>Actions taken completed November</b>   | <b>Actions planned for Dec/Jan</b>  |
|---|---|
| <ul style="list-style-type: none"> <li>Each Locality nominated a person who now has business admin rights for ESR access to enter PADR data, who all attended re-training/training in late 2017.</li> </ul> | <ul style="list-style-type: none"> <li>Review of PADR compliance is conducted by each Locality in their monthly sickness/workforce meetings and at each DU quarterly performance reviews.</li> <li>Target set to reach 85% compliance by 31<sup>st</sup> March 2018.</li> </ul> |

#### **Part 5 - Statutory and Mandatory Training – As per Performance Review Scorecard January 2018**

| <b>Competency</b>                                 | <b>Compliance %</b> |
|---|---------------------|
| <b>Fire Safety</b>                                | 93.90%              |
| <b>Violence and Aggression (Wales)</b>            | 96.15%              |
| <b>Manual Handling</b>                            | 93.49%              |
| <b>Hand Hygiene</b>                               | 97.19%              |
| <b>Infection Prevention and Control - Level 1</b> | 95.70%              |
| <b>Safeguarding Children - Level 1</b>            | 92.37%              |
| <b>POVA</b>                                       | 93.27%              |
| <b>MCA/DOLS</b>                                   | 87.63%              |
| <b>Information Governance (Wales)</b>             | 85.23%              |
| <b>Dementia awareness</b>                         | 95.68%              |

| <b>Actions taken completed November</b>  | <b>Actions planned for Jan/Feb</b>   |
|--|--|
| <ul style="list-style-type: none"> <li>Significant improvements have been shown over the last quarter in mandatory and statutory training compliance.</li> </ul> | <ul style="list-style-type: none"> <li>Mandatory and statutory training compliance forms part of targeted intervention for hot spot areas and reviewed at quarterly Locality performance reviews.</li> </ul> |

#### **Part 6 - Variable Pay**

The DU variable pay spend, for the first eight months of 2017/18 is £4.076m. This compares to £4.612m for the same period of the previous financial year. This is a reduction of £0.536m between the two financial years.

The table below summaries the key elements of the variable pay and the comparison with the previous year.

|                                      | 2017/18 Apr - Nov<br>£m | 2016/17 Apr - Nov<br>£m | Change between<br>years<br>£m |
|--------------------------------------|-------------------------|-------------------------|-------------------------------|
| <b>Medical – Additional Payments</b> | 0.267                   | 0.237                   | +0.030                        |
| <b>Medical – Agency</b>              | 1.044                   | 1.036                   | +0.008                        |
| <b>Non Medical – Bank</b>            | 2.227                   | 1.508                   | +0.719                        |
| <b>Non Medical – Overtime</b>        | 0.012                   | 0.931                   | -0.919                        |
| <b>Non Medical – Agency</b>          | .526                    | 0.900                   | -0.374                        |
|                                      |                         |                         |                               |
| <b>Total Spend</b>                   | 4.076                   | 4.612                   | -0.536                        |

Medical agency/additional payments expenditure has remained largely static over the last year reflecting the fact that DU has been required to maintain the same number of Medacs locums overall despite progress in moving to NHS contracts and substantive appointments in some posts. The vast majority of these posts are being backfilled to cover Speciality Doctor posts. There has been a small increase in ADH payments linked to an increase in the number of vacancies on the junior doctor rotas.

Expenditure on Nurse Bank has increased but this has been offset by reductions in overtime. This reflects the impact of the managed change instigated by the DU to ban the use of overtime & to restrict all usage to Bank with Agency only being utilised when there is no alternative. The decrease in agency usage is reflective of the ongoing drive to minimise its usage within MH and LD Services.

Overall nursing variable pay has reduced significantly by over £500k over this period. This is linked to a large extent to the focus placed on the effective and efficient management of the nursing resource by the DU management team. The DU has also benefited from the temporary closures of both Ty Penfro & Tonna Suite 3.

Staff from these 2 areas have been deployed within Learning Disabilities & NPT Older People Services to cover vacancies & as a result there has been less reliance on both Bank & Agency.

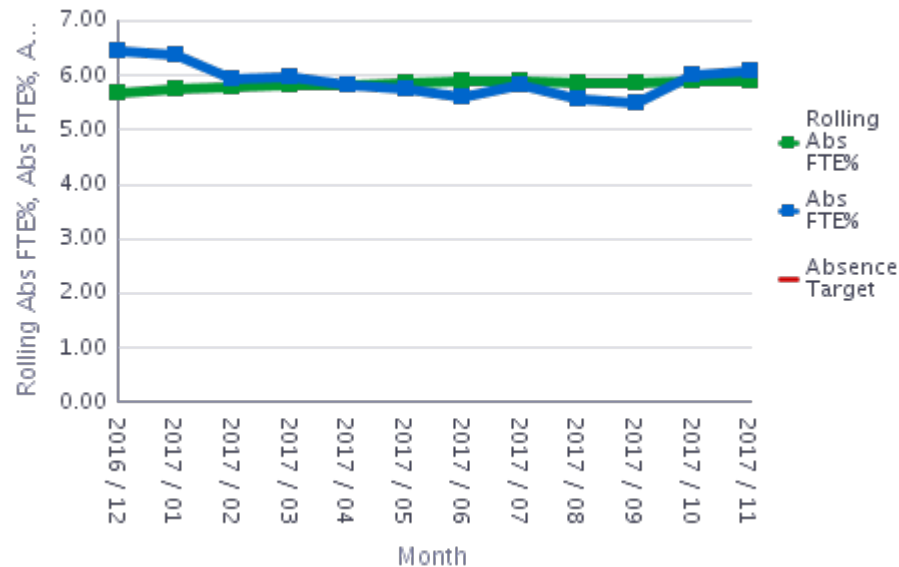
Analysis of variable pay performance forms part of the performance reviews for all Localities across DU.

| Actions taken completed November  | Actions planned for Jan/Feb   |
|---|---|
| <ul style="list-style-type: none"><li>• Agency Cap for Medical and Dental Staff introduced to support reduction in locum/agency usage and costs.</li><li>• New bank system continues to be imbedded within the HB</li></ul> | <ul style="list-style-type: none"><li>• Review values based HCSW bank recruitment.</li><li>• Review of bank implementation to identify any actions outstanding.</li><li>• Review standardised shift system for nursing across DU.</li><li>• Deliver values based recruitment training to all inpatient recruiting managers.</li><li>• Roll out values based recruitment for all registered nurse vacancies from April 2018.</li><li>• Take part in HB Nurse Recruitment Open Days in Feb and March.</li></ul> |

# Morrison Delivery Unit

## Part 1 – Sickness Absence 1 December 2016 – 30 November 2017

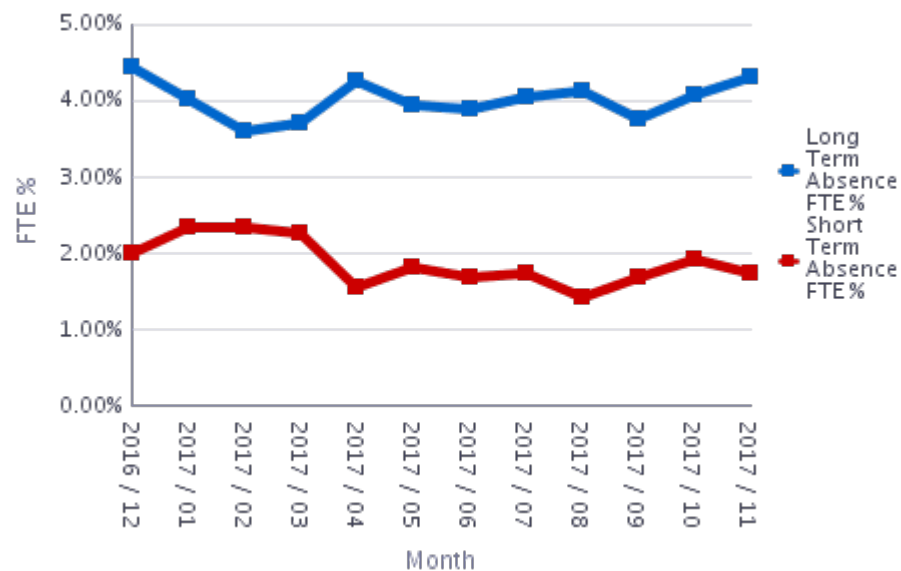
### Rolling 12 month sickness absence



The rolling 12 month sick absence rate has increased by 0.03% in the last month. The in month figure has also increased by 0.08%.

When compared to November 2016 cumulative sickness absence rate, the unit's cumulative sickness absence rate has increased by 0.14% during the 12 month period.

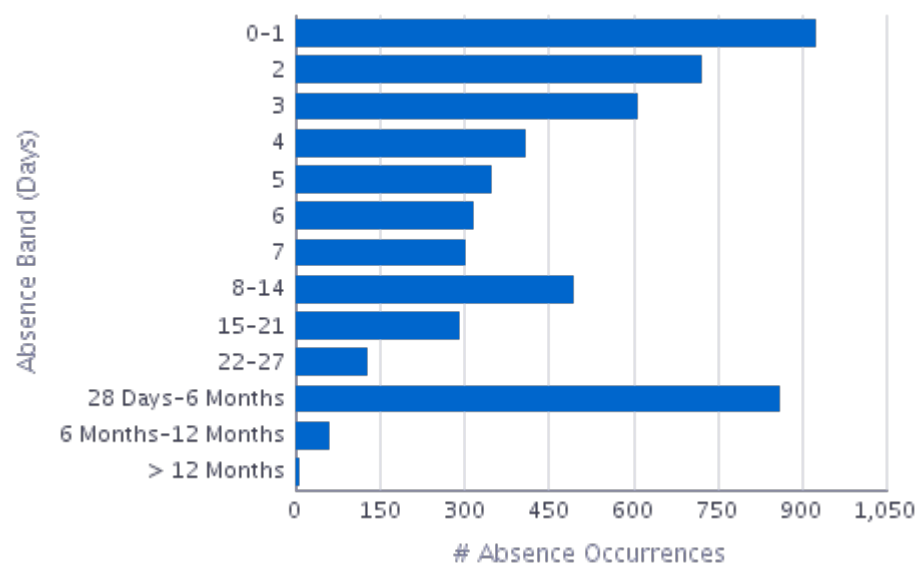
## In Month Absence



Short term absence has decreased by 0.18% and long term absence has increased by 0.16% for November against the previous month sickness rates.

## Length of Absence

The chart below shows the length of absences.



### Overall performance November 2017

There has been an increase in both the in month figure and overall cumulative sickness figure.

|          | In month | +/- on previous month | Cumulative | +/- on previous month |
|----------|----------|-----------------------|------------|-----------------------|
| Morrison | 6.08%    | +0.08%                | 5.91%      | +0.03%                |

| Actions taken November/December/January   | Actions planned for February   |
|---|--|
| <ul style="list-style-type: none"> <li>Deep dive reviews undertaken in Theatres and Pre-</li> </ul> | <ul style="list-style-type: none"> <li>Continue to monitor sickness absence at the weekly</li> </ul> |



|   |   |
|---|---|
| <p>assessment to establish compliance with sickness absence policy.</p> <ul style="list-style-type: none"> <li>• Deep dive sickness trigger audits undertaken in ITU, AMAU East &amp; AMAU West</li> <li>• Ward by Ward sickness analysis undertaken through roster reckoner meetings (Nurse Director led)</li> <li>• Plans to reduce sickness in each Hotspot area have been discussed at the weekly business meeting.</li> <li>• Review of long term and short term sickness by the operational HR team to ensure compliance with the Sickness absence policy.</li> <li>• Audits undertaken in Hotspot areas.</li> <li>• Management Development – promotion of sickness behavioural (Nelson) and Footprints training.</li> <li>• Time to change Wales presentation to managers</li> <li>• Engagement with well-being champions</li> <li>• Staff survey action plan agreed</li> <li>• Support from the Staff Wellbeing programme in Hotspot areas</li> </ul> | <p>business meeting.</p> <ul style="list-style-type: none"> <li>• Review of Service Group plans to reduce sickness at the weekly business meeting.</li> <li>• Further sick absence audits to continue within unit during 2018.</li> <li>• ‘Time to Change/Talk’ promotional stand in main OPD on 1 February 2018 and presentation at Team brief.</li> <li>• On-going health and well-being focus in team brief.</li> <li>• Implement actions from staff survey action plan including a newsletter</li> <li>• Nursing trigger Peer review sickness audits to commence</li> </ul> |
|---|---|

## Part 2 – Establishment, Vacancies and Recruitment

Over the last year or so the Health Board have been developing the ESR system to include an “establishment” figure so that we are able to accurately assess the number of true vacancies at any given time. The work has focused on our operational directorates and in particular nursing given the shortage of qualified nurses available within the employment market.

| Staff Group                      | FTE by Month    |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 | Vacancies     |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
|                                  | 2016 / 11       | 2016 / 12       | 2017 / 01       | 2017 / 02       | 2017 / 03       | 2017 / 04       | 2017 / 05       | 2017 / 06       | 2017 / 07       | 2017 / 08       | 2017 / 09       | 2017 / 10       | 2017 / 11       |               |
| Add Prof Scientific and Technic  | 81.86           | 83.15           | 84.47           | 84.22           | 84.54           | 85.31           | 69.70           | 70.04           | 72.04           | 74.04           | 74.04           | 76.04           | 75.77           | 4.32          |
| Additional Clinical Services     | 608.31          | 605.11          | 615.51          | 624.34          | 618.33          | 612.37          | 617.78          | 612.65          | 607.62          | 602.29          | 588.59          | 580.49          | 581.61          | -93.33        |
| Administrative and Clerical      | 453.62          | 452.39          | 460.96          | 469.72          | 473.79          | 471.32          | 472.86          | 468.64          | 468.16          | 464.62          | 458.56          | 457.48          | 455.10          | 30.36         |
| Allied Health Professionals      | 157.51          | 157.91          | 155.94          | 154.07          | 152.87          | 150.17          | 151.17          | 152.77          | 156.17          | 155.37          | 157.37          | 158.17          | 158.17          | 12.45         |
| Estates and Ancillary            | 113.78          | 113.78          | 111.68          | 110.68          | 110.68          | 109.78          | 109.38          | 107.08          | 110.46          | 111.46          | 110.26          | 118.04          | 117.44          | -0.84         |
| Healthcare Scientists            | 54.22           | 54.22           | 54.22           | 54.22           | 54.22           | 54.22           | 52.32           | 51.32           | 51.32           | 53.43           | 54.47           | 53.47           | 53.47           | 0.99          |
| Medical and Dental               | 565.51          | 566.01          | 566.90          | 563.28          | 560.93          | 560.09          | 557.99          | 556.58          | 594.78          | 579.07          | 577.32          | 573.75          | 567.15          | 70.24         |
| Nursing and Midwifery Registered | 1,284.27        | 1,281.45        | 1,278.32        | 1,268.53        | 1,291.00        | 1,283.23        | 1,273.94        | 1,280.82        | 1,275.11        | 1,277.70        | 1,292.24        | 1,307.80        | 1,303.20        | 145.51        |
| <b>Grand Total</b>               | <b>3,319.09</b> | <b>3,314.03</b> | <b>3,328.00</b> | <b>3,329.06</b> | <b>3,346.35</b> | <b>3,326.50</b> | <b>3,305.14</b> | <b>3,299.90</b> | <b>3,335.67</b> | <b>3,317.99</b> | <b>3,312.85</b> | <b>3,325.24</b> | <b>3,311.93</b> | <b>169.68</b> |

Recruitment and retention of key staff groups- registered nursing and medical staff remain the key problem in terms of the level of vacancies and difficulties in recruitment and retention.

The recruitment strategy for qualified nurses has been revisited and an ED Workforce plan has been developed. Monthly Band 5 recruitment open days have continued along with specialty led adverts.

Physician Associate Internships have been introduced in Surgery with a plan to utilise this staff group on a permanent basis.

Unit has considerable funded nursing establishment deficits compared with previously agreed WG CNO principles & Nurse Staffing Act. This requires significant investment or bed reduction in order to achieve patient safety and financial balance.

Targeted nurse retention work has been undertaken in ITU

## Part 3 - Turnover & Labour Stability

## Staff Turnover – Morriston Hospital - 1 Jan 2017 to 31 Dec 2017

| Staff Group                      | FTE    |
|----------------------------------|--------|
| Add Prof Scientific and Technic  | 3.08%  |
| Additional Clinical Services     | 13.57% |
| Administrative and Clerical      | 6.83%  |
| Allied Health Professionals      | 6.23%  |
| Estates and Ancillary            | 4.23%  |
| Healthcare Scientists            | 5.60%  |
| Medical and Dental               | 7.01%  |
| Nursing and Midwifery Registered | 8.38%  |

Average turnover has decreased by 0.14% compared to last month's cumulative rate. The overall turnover rate has increased slightly by 0.19% since April 2017 (8.40%) and by 0.25% compared to December 2016 (8.34%).

Nursing turnover has seen a slight increase of 0.27% in its turnover rate compared to December 2016 when it was 8.34%

## Staff Turnover - Morriston Hospital - 1 Jan 2017 to 31 Dec 2017

|                           | 2017 / 01 | 2017 / 02 | 2017 / 03 | 2017 / 04 | 2017 / 05 | 2017 / 06 | 2017 / 07 | 2017 / 08 | 2017 / 09 | 2017 / 10 | 2017 / 11 | 2017 / 12 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Headcount                 | 3,468     | 3,472     | 3,498     | 3,486     | 3,465     | 3,458     | 3,460     | 3,460     | 3,463     | 3,484     | 3,482     | 3,473     |
| FTE                       | 3,077.55  | 3,078.35  | 3,100.46  | 3,086.37  | 3,068.36  | 3,063.14  | 3,064.36  | 3,064.41  | 3,065.60  | 3,081.38  | 3,079.40  | 3,072.12  |
| Leavers Headcount         | 26        | 21        | 32        | 22        | 29        | 19        | 25        | 21        | 37        | 28        | 22        | 20        |
| Leavers FTE               | 21.68     | 17.05     | 27.28     | 19.27     | 26.33     | 15.44     | 22.51     | 19.45     | 33.36     | 24.83     | 20.06     | 16.84     |
| Starters Headcount        | 43        | 37        | 34        | 20        | 16        | 19        | 21        | 20        | 36        | 47        | 31        | 11        |
| Starters FTE              | 33.95     | 32.35     | 28.99     | 16.17     | 14.21     | 16.35     | 18.63     | 18.84     | 33.00     | 42.41     | 27.87     | 9.43      |
| Maternity                 | 59        | 52        | 52        | 51        | 47        | 48        | 44        | 45        | 39        | 36        | 36        | 36        |
| Turnover Rate (Headcount) | 0.75%     | 0.60%     | 0.91%     | 0.63%     | 0.84%     | 0.55%     | 0.72%     | 0.61%     | 1.07%     | 0.80%     | 0.63%     | 0.58%     |
| Turnover Rate (FTE)       | 0.71%     | 0.55%     | 0.88%     | 0.62%     | 0.86%     | 0.50%     | 0.73%     | 0.63%     | 1.09%     | 0.81%     | 0.65%     | 0.55%     |
| Leavers (12m)             | 302       | 297       | 302       | 299       | 304       | 300       | 298       | 295       | 303       | 310       | 307       | 302       |
| Turnover Rate (12m)       | 8.90%     | 8.72%     | 8.84%     | 8.72%     | 8.84%     | 8.71%     | 8.63%     | 8.52%     | 8.75%     | 8.94%     | 8.85%     | 8.70%     |
| Leavers FTE (12m)         | 257.41    | 253.55    | 258.40    | 254.79    | 260.84    | 257.79    | 258.32    | 255.74    | 262.74    | 269.68    | 268.36    | 264.09%   |
| Turnover Rate FTE (12m)   | 8.58%     | 8.42%     | 8.58%     | 8.40%     | 8.57%     | 8.45%     | 8.45%     | 8.34%     | 8.56%     | 8.78%     | 8.73%     | 8.59%     |

### Delivery unit - Excluding Junior Medical & Dental Staff & Students

|              |       |
|--------------|-------|
| Overall Rate | 8.59% |
|--------------|-------|

| Actions taken completed December/January   | Actions planned for Feb   |
|--|---|
| <ul style="list-style-type: none"> <li>Exit interviews undertaken to establish the reasons for leaving in areas with high turnover. Actions taken to address concerns raised where applicable</li> </ul> | <ul style="list-style-type: none"> <li>DU to continue to undertake exit interviews to review if the actions taken have addressed the concerns raised .</li> <li>Staff survey action plan to be implemented</li> </ul> |

## Part 4 - PADR Current Position and Background

The following provides a breakdown of the Morriston Delivery Unit PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 31<sup>st</sup> December 2017 for a 12 month rolling period.

**PDR Reviews - SDU - Morriston Hospital - excluding all Medical and Dental**  
**1st January 2017 - 31st December 2017**

| Org L6  | Org L8   | Assignment Count | Reviews Completed | Reviews Completed % |
|---|--|------------------|-------------------|---------------------|
| 130 MN Clinical Services Group - Dir              | 130 A105 MN Anaesthetics                       | 7                | 6                 | 85.71               |
| 130 MN Clinical Services Group - Dir              | 130 A111 West Pain Service                     | 5                | 5                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 A201 POW HSDU                              | 33               | 30                | 90.91               |
| 130 MN Clinical Services Group - Dir              | 130 A202 MN HSDU                               | 57               | 53                | 92.98               |
| 130 MN Clinical Services Group - Dir              | 130 A203 SN HSDU                               | 28               | 25                | 89.29               |
| 130 MN Clinical Services Group - Dir              | 130 A210 HSDU Management                       | 1                | 1                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 A303 West Outreach                         | 4                | 2                 | 50.00               |
| 130 MN Clinical Services Group - Dir              | 130 A311 West Critical Care                    | 200              | 172               | 86.00               |
| 130 MN Clinical Services Group - Dir              | 130 A312 Critical Care Medical Staff           | 5                | 3                 | 60.00               |
| 130 MN Clinical Services Group - Dir              | 130 A313 Vascular Access Service               | 3                | 3                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 A406 West Pre-Assessment                   | 20               | 20                | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 A423 MN Theatres                           | 270              | 123               | 45.56               |
| 130 MN Clinical Services Group - Dir              | 130 A430 Theatre Support Staff & Management    | 17               | 16                | 94.12               |
| 130 MN Clinical Services Group - Dir              | 130 A501 CSS Directorate Management            | 8                | 7                 | 87.50               |
| 130 MN Clinical Services Group - Dir              | 130 D611 MN MRI                                | 8                | 8                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 D612 SN Radiology                          | 61               | 57                | 93.44               |
| 130 MN Clinical Services Group - Dir              | 130 D614 MN Medical Photography                | 4                | 4                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 D615 SN Medical Photography                | 1                | 1                 | 100.00              |
| 130 MN Clinical Services Group - Dir              | 130 D616 MN Radiology                          | 123              | 104               | 84.55               |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 6B21 Resuscitation Training                | 8                | 6                 | 75.00               |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 F210 MN Emergency Department - Non Medical | 141              | 93                | 65.96               |

|   |  |    |    |        |
|---|--|----|----|--------|
| 130 MN Hospital Operations & Emergency Care - Dir | 130 F212 ED Admin Staff                                  | 19 | 16 | 84.21  |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 P410 MN General Admin                                | 6  | 5  | 83.33  |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 P422 West Bed Management                             | 21 | 17 | 80.95  |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 P460 MN Social Work Office                           | 1  | 1  | 100.00 |
| 130 MN Hospital Operations & Emergency Care - Dir | 130 P461 Operational Services Manager                    | 10 | 5  | 50.00  |
| 130 MN Medicine Service Group - Dir               | 130 F102 Medicine Services Directorate Support           | 10 | 8  | 80.00  |
| 130 MN Medicine Service Group - Dir               | 130 F103 Respiratory Nursing                             | 14 | 8  | 57.14  |
| 130 MN Medicine Service Group - Dir               | 130 F206 Acute Medical Assessment Unit (East)            | 39 | 31 | 79.49  |
| 130 MN Medicine Service Group - Dir               | 130 F213 CDU Admin Staff                                 | 6  | 3  | 50.00  |
| 130 MN Medicine Service Group - Dir               | 130 F313 MN Respiratory Medicine                         | 2  | 0  | 0.00   |
| 130 MN Medicine Service Group - Dir               | 130 F314 MN General Medicine                             | 2  | 2  | 100.00 |
| 130 MN Medicine Service Group - Dir               | 130 F315 Ward S  | 42 | 25 | 59.52  |
| 130 MN Medicine Service Group - Dir               | 130 F316 Morriston Anglesey Ward                         | 38 | 23 | 60.53  |
| 130 MN Medicine Service Group - Dir               | 130 F317 MN Gower Ward                                   | 34 | 28 | 82.35  |
| 130 MN Medicine Service Group - Dir               | 130 F318 Morriston Ward C                                | 36 | 9  | 25.00  |
| 130 MN Medicine Service Group - Dir               | 130 F329 MN Ward D                                       | 45 | 29 | 64.44  |
| 130 MN Medicine Service Group - Dir               | 130 F401 MN Renal Medicine                               | 15 | 14 | 93.33  |
| 130 MN Medicine Service Group - Dir               | 130 F402 MN Renal Main & Acute Dialysis                  | 47 | 26 | 55.32  |
| 130 MN Medicine Service Group - Dir               | 130 F403 MN Cardigan Renal Ward                          | 40 | 27 | 67.50  |
| 130 MN Medicine Service Group - Dir               | 130 F404 ESA Repatriation                                | 1  | 1  | 100.00 |
| 130 MN Medicine Service Group - Dir               | 130 F405 Immunosuppressant                               | 1  | 1  | 100.00 |
| 130 MN Medicine Service Group - Dir               | 130 F410 MN Renal Medicine Pharmacy                      | 7  | 6  | 85.71  |
| 130 MN Medicine Service Group - Dir               | 130 F412 MN Renal HVS                                    | 29 | 19 | 65.52  |
| 130 MN Medicine Service Group - Dir               | 130 F413 MN Renal Community Team                         | 15 | 0  | 0.00   |
| 130 MN Medicine Service Group - Dir               | 130 F414 MN Renal Specialist Nurses                      | 12 | 5  | 41.67  |
| 130 MN Medicine Service Group - Dir               | 130 F504 MN Diabetology                                  | 10 | 3  | 30.00  |
| 130 MN Medicine Service Group - Dir               | 130 F533 MN Gastroenterology                             | 4  | 2  | 50.00  |
| 130 MN Medicine Service Group - Dir               | 130 F541 Neurology Nursing                               | 11 | 5  | 45.45  |
| 130 MN Medicine Service Group - Dir               | 130 F542 Regional Neuropsychology & Brain Injury Service | 2  | 1  | 50.00  |

|                                     |   |    |    |        |
|-------------------------------------|---|----|----|--------|
| 130 MN Medicine Service Group - Dir | 130 F545 MN Clinical Neurophysiology                      | 9  | 7  | 77.78  |
| 130 MN Medicine Service Group - Dir | 130 F546 MN Neurology                                     | 13 | 7  | 53.85  |
| 130 MN Medicine Service Group - Dir | 130 F548 Neuro Muscular Advisor                           | 2  | 1  | 50.00  |
| 130 MN Medicine Service Group - Dir | 130 F549 MND Project                                      | 3  | 2  | 66.67  |
| 130 MN Medicine Service Group - Dir | 130 F550 MN Neurology Amulatory Unit                      | 3  | 2  | 66.67  |
| 130 MN Medicine Service Group - Dir | 130 N071 MN Ward F  | 38 | 26 | 68.42  |
| 130 MN Medicine Service Group - Dir | 130 N076 MN Elderly Care                                  | 5  | 2  | 40.00  |
| 130 MN Medicine Service Group - Dir | 130 N206 Acute Medical Assessment Unit (West)             | 43 | 29 | 67.44  |
| 130 MN Medicine Service Group - Dir | 130 P421 MN Outpatients Clinics                           | 18 | 11 | 61.11  |
| 130 MN Medicine Service Group - Dir | 130 R082 MN Psychology (Neuro)                            | 8  | 6  | 75.00  |
| 130 MN Surgery Service Group - Dir  | 130 A420 Laser Service                                    | 2  | 1  | 50.00  |
| 130 MN Surgery Service Group - Dir  | 130 C101 MN Tertiary Cardiology Med Specialty             | 5  | 2  | 40.00  |
| 130 MN Surgery Service Group - Dir  | 130 C102 West Secondary Cardiology Med Spec               | 3  | 3  | 100.00 |
| 130 MN Surgery Service Group - Dir  | 130 C111 MN Cardiac Surgery Medical Specialty             | 4  | 1  | 25.00  |
| 130 MN Surgery Service Group - Dir  | 130 C207 Cardiac Specialist Nurses                        | 10 | 3  | 30.00  |
| 130 MN Surgery Service Group - Dir  | 130 C211 MN Cardiac ITU/HDU                               | 99 | 73 | 73.74  |
| 130 MN Surgery Service Group - Dir  | 130 C212 MN CC  | 27 | 14 | 51.85  |
| 130 MN Surgery Service Group - Dir  | 130 C214 MN Dan Danino Ward                               | 22 | 8  | 36.36  |
| 130 MN Surgery Service Group - Dir  | 130 C215 MN Cyril Evans Ward                              | 40 | 24 | 60.00  |
| 130 MN Surgery Service Group - Dir  | 130 C216 MN Cardiac Perfusion (Cardiac)                   | 10 | 4  | 40.00  |
| 130 MN Surgery Service Group - Dir  | 130 C217 MN Cardiac Catheter Laboratory & Short Stay Unit | 26 | 16 | 61.54  |
| 130 MN Surgery Service Group - Dir  | 130 C302 Cardiac Directorate Support                      | 24 | 18 | 75.00  |
| 130 MN Surgery Service Group - Dir  | 130 C411 SN ECG   | 12 | 7  | 58.33  |
| 130 MN Surgery Service Group - Dir  | 130 C412 MN ECG   | 40 | 19 | 47.50  |
| 130 MN Surgery Service Group - Dir  | 130 E102 MN Surgery Services Group Support                | 29 | 6  | 20.69  |
| 130 MN Surgery Service Group - Dir  | 130 E103 Surgery Directorate Admissions/RTT               | 22 | 19 | 86.36  |
| 130 MN Surgery Service Group - Dir  | 130 E201 West General Surgery CNS                         | 12 | 2  | 16.67  |
| 130 MN Surgery Service Group - Dir  | 130 E203 West Urology CNS                                 | 8  | 3  | 37.50  |
| 130 MN Surgery Service Group - Dir  | 130 E206 Vascular CNS                                     | 5  | 3  | 60.00  |

|                                    |  |    |    |        |
|------------------------------------|--|----|----|--------|
| 130 MN Surgery Service Group - Dir | 130 E302 West General Surgery Med Spec                           | 23 | 19 | 82.61  |
| 130 MN Surgery Service Group - Dir | 130 E413 Surgical Services Nursing Pool                          | 14 | 6  | 42.86  |
| 130 MN Surgery Service Group - Dir | 130 E414 MN Ward T   | 40 | 14 | 35.00  |
| 130 MN Surgery Service Group - Dir | 130 E416 MN Ward H   | 36 | 33 | 91.67  |
| 130 MN Surgery Service Group - Dir | 130 E417 MN Ward G   | 42 | 14 | 33.33  |
| 130 MN Surgery Service Group - Dir | 130 E418 MN Ward V   | 47 | 39 | 82.98  |
| 130 MN Surgery Service Group - Dir | 130 E419 MN SDMU / TAU   | 60 | 51 | 85.00  |
| 130 MN Surgery Service Group - Dir | 130 E521 West Urology Medical Specialty                          | 18 | 16 | 88.89  |
| 130 MN Surgery Service Group - Dir | 130 E522 NPTH Urology Unit                                       | 8  | 8  | 100.00 |
| 130 MN Surgery Service Group - Dir | 130 F217 Ambulatory Emergency Care Unit                          | 1  | 1  | 100.00 |
| 130 MN Surgery Service Group - Dir | 130 G102 MSK Directorate Support                                 | 2  | 0  | 0.00   |
| 130 MN Surgery Service Group - Dir | 130 G104 MSK West Site Operational Support                       | 24 | 16 | 66.67  |
| 130 MN Surgery Service Group - Dir | 130 G105 MN OP Appointment Centre                                | 57 | 40 | 70.18  |
| 130 MN Surgery Service Group - Dir | 130 G510 POA Service   | 2  | 1  | 50.00  |
| 130 MN Surgery Service Group - Dir | 130 G511 MN Fracture Clinic                                      | 16 | 1  | 6.25   |
| 130 MN Surgery Service Group - Dir | 130 G512 MN Ward W   | 30 | 15 | 50.00  |
| 130 MN Surgery Service Group - Dir | 130 G513 MN Ward A Trauma Admissions Ward                        | 41 | 28 | 68.29  |
| 130 MN Surgery Service Group - Dir | 130 G514 MN Ward B   | 37 | 11 | 29.73  |
| 130 MN Surgery Service Group - Dir | 130 G515 MN Ward J   | 37 | 6  | 16.22  |
| 130 MN Surgery Service Group - Dir | 130 G517 MN MSK Nurse Practitioners                              | 11 | 3  | 27.27  |
| 130 MN Surgery Service Group - Dir | 130 G602 MSK Physiotherapy West                                  | 47 | 34 | 72.34  |
| 130 MN Surgery Service Group - Dir | 130 K101 Regional Surgery Directorate Support                    | 5  | 1  | 20.00  |
| 130 MN Surgery Service Group - Dir | 130 K106 Regional Services RTT Validation and Waiting List Teams | 5  | 1  | 20.00  |
| 130 MN Surgery Service Group - Dir | 130 K201 MN Burns Outreach Team                                  | 2  | 1  | 50.00  |
| 130 MN Surgery Service Group - Dir | 130 K204 MN Powys Ward (B&P)                                     | 18 | 17 | 94.44  |
| 130 MN Surgery Service Group - Dir | 130 K205 MN B&P Specialist Nursing                               | 10 | 6  | 60.00  |
| 130 MN Surgery Service Group - Dir | 130 K206 MN B&P Medical Specialty                                | 22 | 1  | 4.55   |
| 130 MN Surgery Service Group - Dir | 130 K207 MN B&P Outpatients                                      | 12 | 6  | 50.00  |
| 130 MN Surgery Service Group - Dir | 130 K208 MN Burns Theatre  | 12 | 10 | 83.33  |



|                                    |  |              |              |              |
|------------------------------------|--|--------------|--------------|--------------|
| 130 MN Surgery Service Group - Dir | 130 K209 Morriston Tempest Ward (B&P)        | 37           | 22           | 59.46        |
| 130 MN Surgery Service Group - Dir | 130 K210 Morriston Clydach Ward              | 25           | 22           | 88.00        |
| 130 MN Surgery Service Group - Dir | 130 K211 Morriston Pembroke Acute Ward (B&P) | 39           | 22           | 56.41        |
| 130 MN Surgery Service Group - Dir | 130 K212 Morriston Dyfed Ward (B&P)          | 15           | 15           | 100.00       |
| 130 MN Surgery Service Group - Dir | 130 K301 MN ALAC                             | 6            | 6            | 100.00       |
| 130 MN Surgery Service Group - Dir | 130 K302 Spinal Medical Specialty            | 12           | 3            | 25.00        |
| 130 MN Surgery Service Group - Dir | 130 K305 ALAC Prosthetics                    | 9            | 0            | 0.00         |
| 130 MN Surgery Service Group - Dir | 130 K402 MN Ward R                           | 41           | 17           | 41.46        |
| 130 MN Surgery Service Group - Dir | 130 K403 West Vascular Surgery               | 11           | 11           | 100.00       |
| 130 MN Surgery Service Group - Dir | 130 K501 POW Maxillo-facial Outpatients      | 4            | 1            | 25.00        |
| 130 MN Surgery Service Group - Dir | 130 K506 MN OMFS                             | 9            | 8            | 88.89        |
| 130 MN Surgery Service Group - Dir | 130 K507 MN Maxillofacial Lab                | 16           | 14           | 87.50        |
| 130 MN Surgery Service Group - Dir | 130 K508 MN Orthodontics                     | 8            | 4            | 50.00        |
| 130 MN Surgery Service Group - Dir | 130 K510 Cleft Lip & Palate Service          | 22           | 16           | 72.73        |
| 130 MN Surgery Service Group - Dir | 130 K513 MN Head & Neck Outpatients          | 51           | 27           | 52.94        |
| 130 MN Surgery Service Group - Dir | 130 K604 NPTH ENT Medical Specialty          | 2            | 1            | 50.00        |
| 130 MN Surgery Service Group - Dir | 130 K606 MN ENT Medical Specialty            | 9            | 4            | 44.44        |
| 130 MN Surgery Service Group - Dir | 130 K801 Regional Surgery Physio             | 6            | 6            | 100.00       |
| 130 MN Surgery Service Group - Dir | 130 K802 Regional Surgery OT                 | 8            | 7            | 87.50        |
| 130 MN Unit Management - Dir       | 130 6F40 Morriston Unit Management           | 13           | 3            | 23.08        |
| 130 MN Unit Management - Dir       | 130 F332 Morriston Unit Governance Team      | 8            | 2            | 25.00        |
| <b>Grand Total</b>                 |  | <b>3,095</b> | <b>1,988</b> | <b>64.23</b> |

The Unit's PADR position has improved significantly since March 2016 when it was 32.4%. At end of December 2017 it was 64.23%. However, Unit recognises that this is still not at an acceptable level and aims to ensure that all available (excluding those on maternity & sick leave) staff have a PDAR to discuss their objectives and have feedback from their manager. PADR rates are monitored at the weekly business meeting. The Unit is working towards 75% of staff having received an annual PDAR by the end of Q4.

| <b>Actions taken completed December/January</b>   | <b>Actions planned for Feb</b>   |
|---|--|
| <ul style="list-style-type: none"> <li>Plans by Service Groups to increase compliance in Hotspot areas are reviewed at the weekly business meeting.</li> <li>List of ESR Learning Administrators within Morriston has been shared to enable inputting of PADR dates in a timely manner</li> </ul> | <ul style="list-style-type: none"> <li>Continue to monitor PADR compliance at the weekly business meeting</li> <li>PDR compliance to be monitored in Service Group performance meetings particularly focusing on areas below.</li> </ul> |

## Part 5 - Statutory and Mandatory Training

|                        |     |
|------------------------|-----|
| Information Governance | 49% |
|------------------------|-----|

| <b>Competency</b>                                | <b>Compliance %</b> |
|--|---------------------|
| <b>Fire Safety</b>                               | 89.9%               |
| <b>Hand Hygiene</b>                              | 88.9%               |
| <b>Infection Prevention and Control- Level 1</b> | 88.5%               |
| <b>Violence and Aggression</b>                   | 80.5%               |
| <b>Manual Handling</b>                           | 76.2%               |
| <b>MCA/DOLS</b>                                  | 61.6%               |
| <b>Safeguarding</b>                              | 61.4%               |
| <b>POVA</b>                                      | 56.0%               |

| <b>Actions taken completed December/January</b>   | <b>Actions planned for Feb</b>  |
|---|---|
| <ul style="list-style-type: none"> <li>Mandatory/ Statutory &amp; Information Governance compliance monitored at weekly business meeting</li> <li>ESR self- serve promoted in Service Groups to enable staff to complete mandatory training on line.</li> </ul> | <ul style="list-style-type: none"> <li>Focus on Information Governance compliance at the weekly business meetings</li> <li>Plan to focus on Information Governance at March Team brief</li> <li>Continue to remind staff of the opportunities available to</li> </ul> |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>IG Governance issues discussed at the local partnership forum</li> <li>Deep dive ward by ward review by Nurse Director undertaken of MCA/DOLS, Infection control and Hand Hygiene training</li> </ul> | <ul style="list-style-type: none"> <li>support completion of mandatory training</li> <li>Targeted improvement action plan for MCA/DOLS, Infection Control and Hand Hygiene training through the Heads of Nursing</li> <li>Additional MCA/DOLS training sessions arranged</li> </ul> |
|--|---|

The funded nursing establishment gaps is impacting on the units ability to release staff to undertake mandatory & statutory training.

## Part 6 - Variable Pay

The table below summaries the key elements of the variable pay trends for this year to date

|                                    | P01        | P02        | P03        | P04        | P05        | P06        | P07        | P08        | P09        | Total       |
|------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| <b>BUDGET</b>                      | 13,805,859 | 14,339,822 | 14,257,044 | 14,261,668 | 14,374,921 | 14,419,697 | 14,270,357 | 14,336,884 | 14,375,254 | 128,441,507 |
| <b>VACANCY</b>                     | -661,078   | -1,170,549 | -928,031   | -1,132,580 | -1,246,044 | -1,110,283 | -1,150,971 | -1,209,262 | -1,219,077 | -9,827,875  |
| <b>TOTAL FIXED</b>                 | 13,144,781 | 13,169,273 | 13,329,013 | 13,129,089 | 13,128,877 | 13,309,414 | 13,119,386 | 13,127,622 | 13,156,177 | 118,613,631 |
| <b>Bank</b>                        | 50,578     | 78,161     | 87,610     | 95,616     | 117,061    | 106,795    | 90,435     | 66,229     | 85,215     | 777,700     |
| <b>Overtime</b>                    | 169,568    | 173,003    | 158,610    | 145,343    | 129,123    | 173,484    | 132,136    | 136,104    | 162,511    | 1,379,884   |
| <b>Agency - Non Medical</b>        | 254,668    | 215,421    | 161,582    | 282,586    | 282,910    | 222,588    | 192,505    | 291,146    | 271,996    | 2,175,402   |
| <b>Agency - Medical</b>            | 137,697    | 249,788    | 192,687    | 276,923    | 269,170    | 216,348    | 190,346    | 164,518    | -22,364    | 1,675,112   |
| <b>WLI</b>                         | 134,020    | 234,622    | 103,188    | 235,930    | 316,326    | 190,390    | 216,907    | 98,928     | 74,732     | 1,605,044   |
| <b>Irregular Sessions</b>          | 210,365    | 234,962    | 155,136    | 381,793    | 328,916    | 191,281    | 374,875    | 195,209    | 275,786    | 2,348,325   |
| <b>TOTAL VARIABLE</b>              | 956,895    | 1,185,957  | 858,813    | 1,418,191  | 1,443,507  | 1,100,886  | 1,197,205  | 952,134    | 847,877    | 9,961,466   |
| <b>TOTAL PAYBILL</b>               | 14,101,676 | 14,355,230 | 14,187,827 | 14,547,280 | 14,572,384 | 14,410,300 | 14,316,591 | 14,079,756 | 14,004,054 | 128,575,097 |
| <b>Variable Pay of Total Pay %</b> | 6.79%      | 8.26%      | 6.05%      | 9.75%      | 9.91%      | 7.64%      | 8.36%      | 6.76%      | 6.05%      | 7.75%       |

In recent months, there has been an underlying reduction in agency medical staffing but an increased cost of ADH's. Medical agency spend has reduced in month 9 but this is due to spend that was previously incorrectly charged to Morriston and POW is now being recharged for this. The plan to reduce WLI payments has been implemented which has seen a reduction in months 8&9

The nursing variable pay position in month 9 is in line with trajectory given the unscheduled care pressures and additional capacity on site. Agency Nurse spend also increased due to additional pressures in Critical Care (over capacity & increased cardiac cases). The Nurse variable pay expenditure is a direct result of the significant deficits in funded nurse establishments across the Unit.

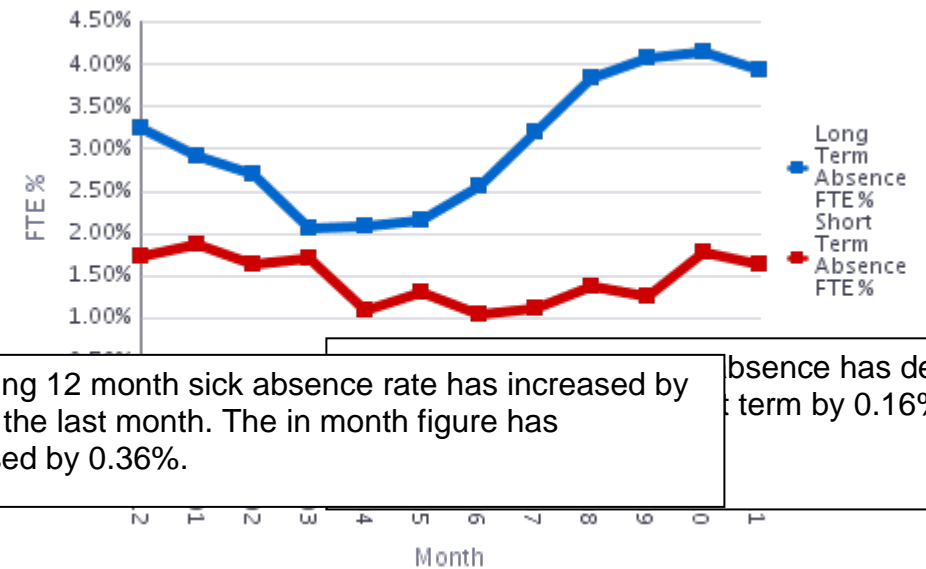
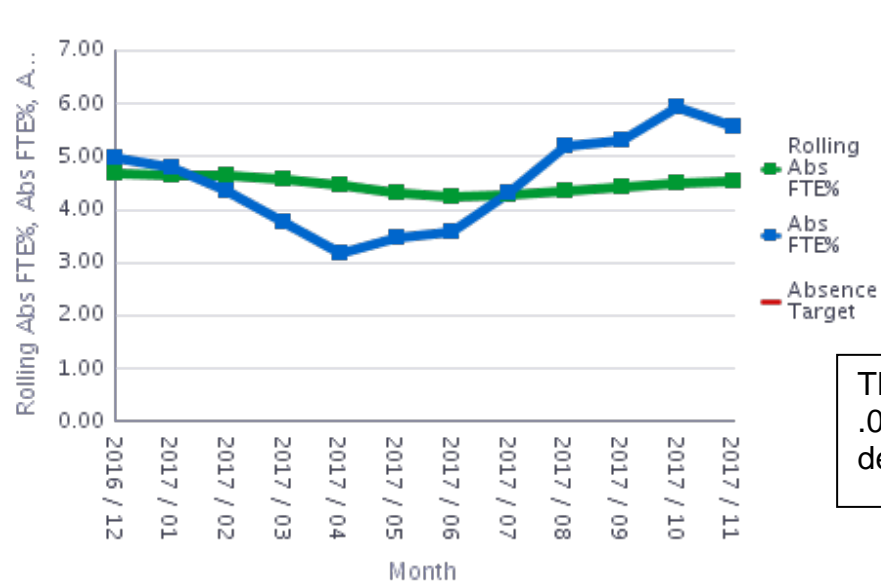
The Welsh Government cap on agency and internal cover rates came into effect from mid-November and there will be need for a corporate finance assessment of the financial savings from this implementation.

| Actions taken completed December/January   | Actions planned for Feb   |
|--|---|
| <ul style="list-style-type: none"> <li>• Agency Cap for Medical and Dental Staff introduced to support reduction in locum/agency usage and costs.</li> <li>• New bank system continues to be embedded within the HB.</li> <li>• Service group nurse rostering meetings continue</li> <li>• Review of sickness absence rates at the weekly business meeting</li> <li>• Monthly open day recruitment events for nursing vacancies</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to recruit to medical/nursing vacancies.</li> <li>• Actions contained within individual service group workforce plans to be implemented</li> <li>• Nursing shift standardisation consultation to commence</li> <li>• Nurse designed tool kit to support the rostering process being introduced into Surgical services</li> <li>• Reconciling MEDACS information with rota co-ordinator input. Administration of the additional medical cover to identify anticipated service level pressures.</li> <li>• On- going focus on robust sickness management</li> </ul> |

## Neath Port Talbot Delivery Unit

### Part 1 – Sickness Absence 1 November 2017 – November 2017

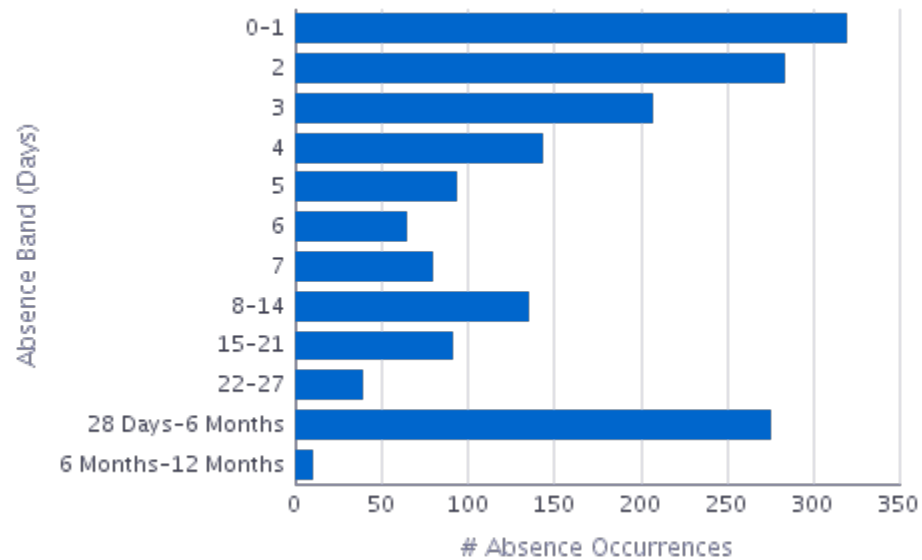
## Rolling 12 Month



The rolling 12 month sick absence rate has increased by .03% in the last month. The in month figure has decreased by 0.36%.

Long Term Absence has decreased by 0.16% and Short Term Absence has decreased by 0.36%.

## Length of Absence



### Overall performance November 2017

There has been a slight decrease in the in month figure and a slight increase in the overall cumulative sickness figure.

|                   | In month | +/- on previous month | Cumulative | +/- on previous month |
|-------------------|----------|-----------------------|------------|-----------------------|
| Neath Port Talbot | 5.57%    | -0.36%                | 4.54%      | + 0.03%               |

Actions taken completed November

Actions planned for Feb

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Continuation of the ABMU Flu Campaign.</li> <li>• Following Hot Spot area audits, sickness process training needs being reviewed.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue deep dive into sickness with all the unit managers, to discuss the cases and action plans for each case</li> <li>• Sick Absence audits continuing within DUs.</li> <li>• Reviewing medical staff sick absence reporting and actions taken.</li> </ul> |
|---|---|

## Part 2 – Establishment, Vacancies and Recruitment

Over the last year or so we have been developing the ESR system to include an “establishment” figure so that we are able to accurately assess the number of true vacancies at any given time. The work has focused on our operational directorates and in particular nursing given the shortage of qualified nurses available within the employment market.

| Directorate             | Staff Category      | Budget<br>Wte | SIP Detail<br>FTE | -Under / Over<br>Establishment |
|-------------------------|---------------------|---------------|-------------------|--------------------------------|
| NPT Delivery Unit       | Admin & Clerical    | 165.43        | 159.73            | -5.70                          |
|                         | Consultant          | 16.73         | 15.60             | -1.13                          |
|                         | Other               | 652.77        | 655.82            | 3.05                           |
|                         | Other Medical Staff | 22.85         | 16.40             | -6.45                          |
|                         | Qualified Nurse     | 308.89        | 302.44            | -6.45                          |
|                         | Unqualified Nurse   | 123.48        | 126.31            | 2.83                           |
| NPT Delivery Unit Total |                     | 1,290.15      | 1,276.30          | -13.85                         |



### Part 3 - Turnover & Labour Stability

#### Period Turnover Rate – 1 December 2016 – 30 November 2017

| Staff Group                      | FTE    |
|----------------------------------|--------|
| Add Prof Scientific and Technic  | 8.14%  |
| Additional Clinical Services     | 8.01%  |
| Administrative and Clerical      | 6.69%  |
| Allied Health Professionals      | 11.44% |
| Healthcare Scientists            | 0.00%  |
| Medical and Dental               | 10.80% |
| Nursing and Midwifery Registered | 9.88%  |

Average turnover has increased by 0.28% organisational rate. The rate has been fluctuating around 9% for most of 2017. The unit has a high turnover of allied health professionals as we host three of the therapy areas, where high turnover due to promotion is not unusual.

#### Delivery unit - Excluding Junior Medical & Dental Staff & Students

|              |       |
|--------------|-------|
| Overall Rate | 9.01% |
|--------------|-------|

| Actions taken completed December  | Actions planned for Jan/Feb   |
|---|---|
| <ul style="list-style-type: none"><li>Leavers data is circulated on a monthly basis to all DUs.</li></ul> | <ul style="list-style-type: none"><li>DU to review exit interviews to establish if there are any patterns for staff leaving within the first year of their appointment.</li></ul> |

## Part 4 - PADR

### Current Position and Background

The following provides a breakdown of the Neath Delivery Unit of PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 31<sup>st</sup> December 2017 for a 12 month rolling period.

| Org L8                                     | Assignment Count | Reviews Completed | Reviews Completed % |
|--|------------------|-------------------|---------------------|
| 130 D501 POW Pharmacy                      | 64               | 53                | 82.81               |
| 130 D502 NPTH Pharmacy                     | 34               | 23                | 67.65               |
| 130 D503 NPTH Pharmacy - Prepack Service   | 5                | 5                 | 100.00              |
| 130 D511 SN Pharmacy                       | 61               | 29                | 47.54               |
| 130 D512 MN Aseptic Suite                  | 10               | 8                 | 80.00               |
| 130 D513 CC Pharmacy                       | 15               | 9                 | 60.00               |
| 130 D514 SN PTS                            | 24               | 20                | 83.33               |
| 130 D515 MN Pharmacy                       | 93               | 72                | 77.42               |
| 130 U030 Medicines Management Strategy     | 8                | 6                 | 75.00               |
| 130 V034 Prescribing Advice Support        | 7                | 6                 | 85.71               |
| 130 V035 Prescribing Hub                   | 2                | 1                 | 50.00               |
| 130 W005 Drugs Prescribing                 | 13               | 8                 | 61.54               |
| 130 W353 Integrated Medicines Management   | 5                | 4                 | 80.00               |
| 130 W360 Smoking Cessation Team            | 4                | 4                 | 100.00              |
| 130 W365 Primary Care Funded Pharmacists   | 2                | 1                 | 50.00               |
| 130 6F42 Neath Port Talbot Unit Management | 6                | 5                 | 83.33               |
| 130 6A03 Practice Facilitation             | 8                | 8                 | 100.00              |
| 130 6A04 Clinical Education                | 1                | 1                 | 100.00              |
| 130 6C32 HCSW                              | 6                | 5                 | 83.33               |
| 130 E403 NPTH Ward A                       | 19               | 16                | 84.21               |
| 130 F204 NPTH MIU                          | 31               | 23                | 74.19               |
| 130 F307 NPTH General Medicine             | 4                | 2                 | 50.00               |
| 130 F309 NPTH Ward D                       | 47               | 35                | 74.47               |
| 130 F310 NPTH Ward C                       | 43               | 22                | 51.16               |
| 130 F324 Nurse Specialist                  | 16               | 4                 | 25.00               |
| 130 F350 Patient Flow                      | 6                | 5                 | 83.33               |
| 130 F351 NPTH Nurse Practitioners          | 11               | 9                 | 81.82               |
| 130 F543 NPTH Rehabilitation Medicine      | 2                | 1                 | 50.00               |
| 130 F547 NPTH Neuro-Rehab Ward             | 28               | 10                | 35.71               |

|   |              |              |              |
|---|--------------|--------------|--------------|
| 130 G302 Rheumatology Medical Specialty         | 20           | 18           | 90.00        |
| 130 G303 POW Rheumatology Day Unit              | 13           | 12           | 92.31        |
| 130 G504 NPTH Fracture Clinic                   | 13           | 11           | 84.62        |
| 130 H401 NPTH Womens Health Clinic              | 8            | 7            | 87.50        |
| 130 H431 NPTH Birth Centre                      | 40           | 33           | 82.50        |
| 130 H437 West Community Midwives - South Team   | 37           | 34           | 91.89        |
| 130 H438 Bridgend Community Midwives            | 32           | 25           | 78.13        |
| 130 H445 Obstetric Specialist Nurses            | 31           | 25           | 80.65        |
| 130 N011 NPTH Ward E                            | 35           | 29           | 82.86        |
| 130 N012 NPTH Elderly Day Hospital              | 7            | 5            | 71.43        |
| 130 N013 NPTH Ward B2                           | 34           | 25           | 73.53        |
| 130 N060 NPTH Elderly Care                      | 2            | 2            | 100.00       |
| 130 N112 NPT Specialists                        | 2            | 1            | 50.00        |
| 130 N113 NPT Nurse Management & Quality         | 8            | 6            | 75.00        |
| 130 P003 NPTH Outpatients                       | 46           | 28           | 60.87        |
| 130 P211 NPTH Administration                    | 15           | 9            | 60.00        |
| 130 P252 NPT Hospital Admin                     | 7            | 6            | 85.71        |
| 130 P254 Rapid Diagnostic Centre                | 2            | 1            | 50.00        |
| 130 P428 Nurse Bank Administration              | 10           | 8            | 80.00        |
| 130 N025 East Dietetics                         | 32           | 26           | 81.25        |
| 130 N026 POW Occupational Therapy               | 37           | 34           | 91.89        |
| 130 N027 NPTH Occupational Therapy              | 21           | 21           | 100.00       |
| 130 N030 POW Physiotherapy                      | 36           | 32           | 88.89        |
| 130 N032 NPTH Physiotherapy                     | 25           | 19           | 76.00        |
| 130 N082 MN Occupational Therapy                | 66           | 58           | 87.88        |
| 130 N083 West Community Occupational Therapy    | 27           | 23           | 85.19        |
| 130 N090 Enhanced Nutrition & Dietetics Service | 7            | 7            | 100.00       |
| 130 N091 SN Dietetics                           | 11           | 8            | 72.73        |
| 130 N092 MN Dietetics                           | 25           | 22           | 88.00        |
| 130 N094 Dietetics WAG Initiative               | 8            | 8            | 100.00       |
| 130 N095 West Community Physiotherapy           | 40           | 25           | 62.50        |
| 130 N097 Swansea Physiotherapy                  | 101          | 77           | 76.24        |
| 130 H412 South Wales IVF Service                | 15           | 12           | 80.00        |
| 130 H446 Embryology & Semenology                | 26           | 20           | 76.92        |
| 130 H448 WFI Admin                              | 4            | 4            | 100.00       |
|   | <b>1,418</b> | <b>1,076</b> | <b>75.88</b> |

The Unit's position has continued to improve, and has increased by 0.28% since last month.

| Actions taken completed December  | Actions planned for Feb   |
|---|---|
| <ul style="list-style-type: none"><li>• Four sessions providing re-training/training of ESR Learning Administrators required to centrally input and report on PADR dates for Units and Corporate Directorates.</li><li>• A process has been agreed with ESR for new Administrators requiring access and training to ensure timeliness of training and support, whilst respecting the security requirements of the system.</li></ul> | <ul style="list-style-type: none"><li>• Continue to offer support to ensure PADR's are not only undertaken but recorded.</li><li>• Explore further areas where group PADR sessions are appropriate.</li><li>• Investigate issues where PADR's are showing on individual records as in date but are listed as non compliant on the detailed report</li></ul> |

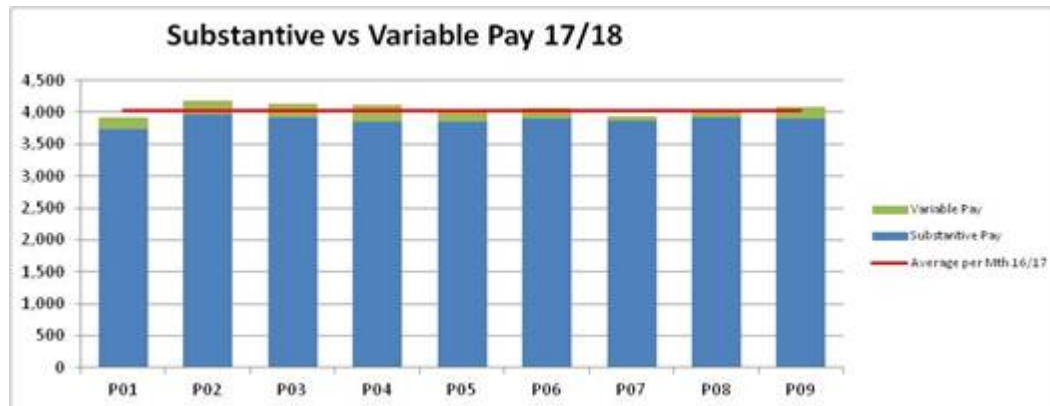
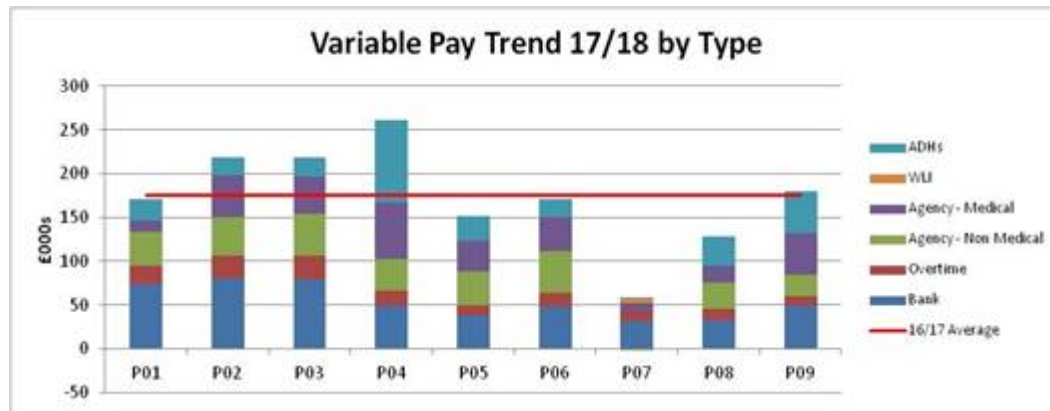
## Part 5 - Statutory and Mandatory Training

| Competency                                 | Compliance % |
|--|--------------|
| Fire Safety                                | 84%          |
| Infection Prevention and Control - Level 1 | 84%          |
| Information Governance (Wales)             | 73%          |
| Moving and Handling - Level 1              | 86%          |
| Safeguarding Adults - Level 1              | 95%          |
| Safeguarding Children - Level 1            | 91%          |
| Violence and Aggression (Wales)            | 96%          |
| Hand Hygiene                               | 100%         |
| MCA/DOLS                                   | 97%          |

| Actions taken completed December  | Actions planned for Feb   |
|---|---|
| <ul style="list-style-type: none"> <li>Mandatory training must be complete prior to any application for study leave being considered</li> <li>Drop in sessions to support staff to undertake IG training</li> </ul> | <ul style="list-style-type: none"> <li>Continue to remind staff of the opportunities available to support completion of mandatory training</li> <li></li> </ul> |

## Part 6 - Variable Pay

The Neath Delivery Unit's variable pay spend, and the variable pay spend in comparison to substantive pay can be seen below:



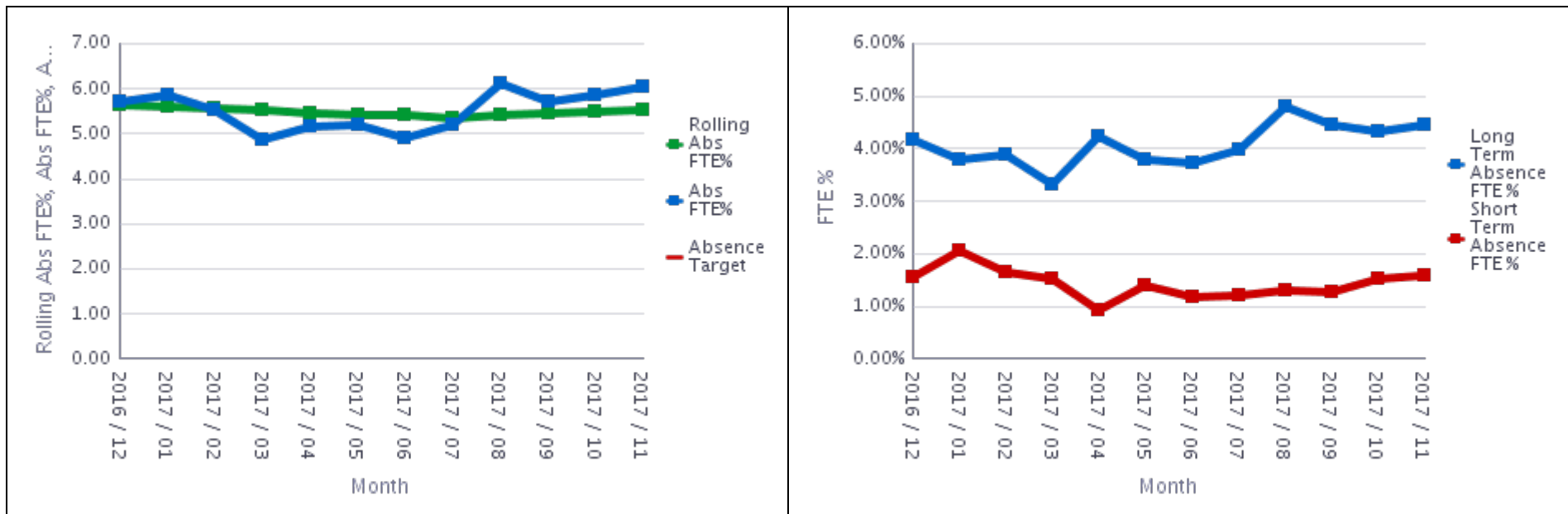
| Actions taken completed December   | Actions planned for Feb  |
|--|--|
| <ul style="list-style-type: none"> <li>• Agency Cap for Medical and Dental Staff introduced to support reduction in locum/agency usage and costs.</li> <li>• New bank system continues to be embedded within the HB</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to look to recruit to medical vacancies.</li> <li>• In conjunction with above advertise for additional ANP's to join the medical rota to cover the gaps</li> <li>• All long term agency doctors will be gone by May.</li> <li>• Short term therapy locums in place to cover gaps to ensure RTT is met</li> </ul> |

# Primary and Community Services Delivery Unit

## Part 1 – Sickness Absence 1 December 2016 – 30 November 2017

### Rolling 12 Month

### In Month Absence

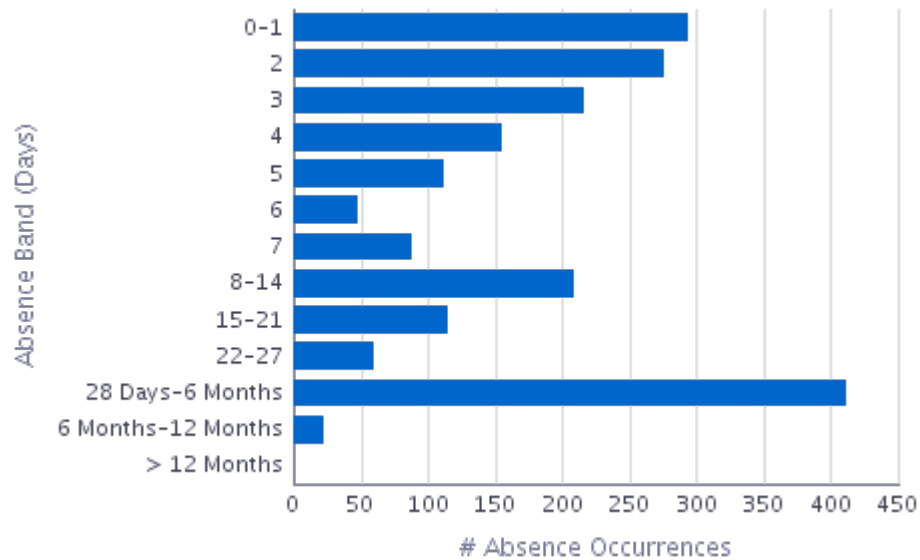


The rolling 12 month sick absence rate has increased by .02% in the last month. The in month figure has increased by 0.19%.

Short term and long term absence has increased slightly in November. Short term by 0.05% and Long term by 0.41%.



## Length of Absence



## Overall performance November 2017

There has been a slight increase in the in month figure and a slight increase in the overall cumulative sickness figure.

|     | In month | +/- on previous month | Cumulative | +/- on previous month |
|-----|----------|-----------------------|------------|-----------------------|
| PCS | 6.04%    | +0.26%                | 5.51%      | + 0.02%               |

| Actions taken completed November  | Actions planned for Feb  |
|---|--|
| <ul style="list-style-type: none"> <li>• Focussed reduction of LTS cases.</li> <li>• Reporting on Hot Spot areas and completion of confirm and challenge panels.</li> <li>• Proactive encouragement to attend Nelson Training.</li> </ul> | <ul style="list-style-type: none"> <li>• Undertake 11 hotspot areas confirm and challenge panels with addition of auditing sickness reporting and departmental systems.</li> <li>• Holding feedback sessions on latest sickness audit outcomes.</li> </ul> |

## Part 2 – Establishment, Vacancies and Recruitment

Over the last 6 months the DU have been reviewing the vacancy levels in the Unit to obtain a “true vacancy “picture as Heads of Service were unsure of the accuracy of vacancy figures available on business intelligence.

In addition the Unit wanted to have a clearer picture of all funded posts and where the true vacancies lay to inform the vacancy control process .In particular in respect of Admin and Clerical posts and the deployment of staff.

The information available on Business Intelligence stands as for December 17

| Directorate                                  | Staff Category      | Budget<br>Wte | SIP Detail<br>FTE | -Under / Over<br>Establishment |
|--|---------------------|---------------|-------------------|--------------------------------|
| Primary Care & Community Delivery Unit       | Admin & Clerical    | 246.02        | 222.13            | -23.89                         |
|  | Consultant          | 13.50         | 11.10             | -2.40                          |
|  | Other               | 386.96        | 342.89            | -44.07                         |
|  | Other Medical Staff | 35.80         | 40.48             | 4.68                           |
|  | Qualified Nurse     | 680.13        | 647.99            | -32.14                         |
|  | Unqualified Nurse   | 266.15        | 243.92            | -22.23                         |
| Primary Care & Community Delivery Unit Total |                     | 1,628.56      | 1,508.51          | -120.05                        |
|  |                     |               |                   |                                |

| <b>Nursing Vacancies</b>                 |              | Funded<br>Establishment<br>wte | Staff in<br>Post<br>wte | Vacancy<br>(SIP -<br>Funded)<br>wte | % under<br>establishment |
|--|--------------|--------------------------------|-------------------------|-------------------------------------|--------------------------|
|  |              |                                |                         |                                     |                          |
|  |              |                                |                         |                                     |                          |
| <b>Primary and Community Services DU</b> | Qualified    | 680.13                         | 647.99                  | -32.14                              | -4.72%                   |
|  | Unqualified  | 266.15                         | 243.92                  | -22.23                              | - 8.35%                  |
|  | <b>Total</b> | <b>946.28</b>                  | <b>891.91</b>           | <b>-54.37</b>                       | - 5.74%                  |

## Staff Turnover - Primary Care & Community - 1 Jan 2017 to 31 Dec 2017

The average turnover rate for the Unit is 9.27%  
The rate has increased ,month by month ,by 1.37%

| Staff Group                      | FTE    |
|----------------------------------|--------|
| Add Prof Scientific and Technic  | 16.18% |
| Additional Clinical Services     | 8.80%  |
| Administrative and Clerical      | 9.30%  |
| Allied Health Professionals      | 10.78% |
| Estates and Ancillary            | 0.00%  |
| Healthcare Scientists            | 0.00%  |
| Medical and Dental               | 14.71% |
| Nursing and Midwifery Registered | 10.66% |
| Students                         | 0.00%  |

| Overall Rate                       | FTE    |
|------------------------------------|--------|
| 130 SDU - Primary Care & Community | 10.06% |

| Actions taken completed December  | Actions planned for Jan/Feb   |
|---|---|
| <ul style="list-style-type: none"> <li>Leavers data is circulated on a monthly basis to all DUs.</li> </ul> | <ul style="list-style-type: none"> <li>DU to review exit interviews to establish if there are any patterns for staff leaving within the first year of their appointment.</li> </ul> |

## Part 4 - PADR

## Current Position and Background

The following provides a breakdown of the Primary and Community Services Delivery Unit of PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 31<sup>st</sup> December 2017 for a 12 month rolling period.

| Org L8                                       | Assignment Count | Reviews Completed | Reviews Completed % |
|--|------------------|-------------------|---------------------|
| 130 D111 Audiology                           | 52               | 49                | 94.23               |
| 130 H302 Childrens Disability Team           | 3                | 1                 | 33.33               |
| 130 H303 West LAC Health Team                | 18               | 12                | 66.67               |
| 130 H305 West Asylum Seekers Project         | 5                | 4                 | 80.00               |
| 130 H310 West Flying Start Project           | 41               | 38                | 92.68               |
| 130 H311 Neath Health Visting                | 49               | 28                | 57.14               |
| 130 H312 Bridgend Health Visting             | 49               | 36                | 73.47               |
| 130 H314 West Flying Start - HB Funded Posts | 6                | 5                 | 83.33               |
| 130 H315 JIGSO                               | 12               | 2                 | 16.67               |
| 130 H525 School Nursing                      | 55               | 53                | 96.36               |
| 130 N016 Neath Locality District Nursing     | 107              | 92                | 85.98               |
| 130 N018 Neath Locality Continuing Care Team | 6                | 2                 | 33.33               |
| 130 N040 Maesteg Hospital                    | 28               | 24                | 85.71               |
| 130 N045 Looked After Children               | 1                | 1                 | 100.00              |
| 130 N048 Maesteg Day Unit                    | 9                | 7                 | 77.78               |
| 130 N049 Maesteg Hospital Administration     | 12               | 9                 | 75.00               |
| 130 N051 NPT ICF                             | 63               | 53                | 84.13               |
| 130 N052 Neath COPD                          | 3                | 0                 | 0.00                |
| 130 N053 Acute Community Rehab Team          | 3                | 1                 | 33.33               |
| 130 N055 Flying Start - Bridgend             | 27               | 17                | 62.96               |
| 130 N056 Flying Start - Neath                | 37               | 32                | 86.49               |
| 130 N108 Intermediate Care Fund              | 41               | 35                | 85.37               |
| 130 N110 CHC Bridgend Enhanced Reablement    | 1                | 0                 | 0.00                |
| 130 U180 District Nursing - North Network    | 29               | 27                | 93.10               |

|   |     |    |        |
|---|-----|----|--------|
| 130 U181 District Nursing - East Network          | 30  | 29 | 96.67  |
| 130 U182 District Nursing - West Network          | 30  | 29 | 96.67  |
| 130 U183 District Nurses - CHC                    | 14  | 12 | 85.71  |
| 130 U184 District Nursing - Other                 | 1   | 1  | 100.00 |
| 130 U352 Nursing & Community Services             | 2   | 2  | 100.00 |
| 130 U358 Long Term Care Staff                     | 6   | 5  | 83.33  |
| 130 V031 Port Talbot Resource Centre              | 2   | 2  | 100.00 |
| 130 V040 Expert Patient Programme                 | 3   | 2  | 66.67  |
| 130 V135 DOLS                                     | 1   | 0  | 0.00   |
| 130 V358 CHC Team                                 | 9   | 5  | 55.56  |
| 130 W103 Continuing Care                          | 11  | 9  | 81.82  |
| 130 W300 Prison Healthcare                        | 22  | 19 | 86.36  |
| 130 W310 Central - Integrated Community Hub       | 109 | 99 | 90.83  |
| 130 W311 West - Integrated Community hub          | 89  | 63 | 70.79  |
| 130 W312 North - Integrated Community Hub         | 71  | 42 | 59.15  |
| 130 W313 CRS - Integrated Community Hub           | 2   | 2  | 100.00 |
| 130 W314 Health Visiting                          | 76  | 63 | 82.89  |
| 130 W315 Acute Clinical Response Service          | 51  | 45 | 88.24  |
| 130 W316 Community Continence                     | 11  | 9  | 81.82  |
| 130 6F44 Primary Care & Community Unit Management | 30  | 22 | 73.33  |
| 130 U354 Primary Care & Planning 2                | 8   | 6  | 75.00  |
| 130 V350 Locality Director                        | 1   | 0  | 0.00   |
| 130 V352 Nursing                                  | 7   | 7  | 100.00 |
| 130 V353 Governance                               | 2   | 0  | 0.00   |
| 130 V354 Primary Care & Planning 3                | 8   | 5  | 62.50  |
| 130 V355 Admin                                    | 1   | 0  | 0.00   |
| 130 W354 Primary Care & Planning 3                | 1   | 0  | 0.00   |
| 130 G204 West Podiatry Services                   | 30  | 28 | 93.33  |
| 130 G206 East Podiatry Services                   | 35  | 32 | 91.43  |

|   |    |    |        |
|---|----|----|--------|
| 130 H102 Designed 2 Smile                             | 22 | 15 | 68.18  |
| 130 H103 Community Dental                             | 26 | 17 | 65.38  |
| 130 V004 Dental Services Expenditure                  | 17 | 13 | 76.47  |
| 130 W002 Pharmaceutical Services                      | 1  | 1  | 100.00 |
| 130 W035 Planning Support                             | 4  | 4  | 100.00 |
| 130 W036 Primary Care Commissioning Manager           | 2  | 2  | 100.00 |
| 130 U360 Community Networks East                      | 1  | 1  | 100.00 |
| 130 U361 Community Networks West                      | 2  | 2  | 100.00 |
| 130 U383 Big Fight Delivery Plan                      | 3  | 3  | 100.00 |
| 130 U384 Comm Resp COPD Delivery Plan                 | 24 | 12 | 50.00  |
| 130 U385 Community Pharmacy Pathfinder                | 1  | 1  | 100.00 |
| 130 U387 Dementia Support                             | 7  | 7  | 100.00 |
| 130 U389 One Stop Delivery Plan                       | 1  | 1  | 100.00 |
| 130 U392 Resp Physio Delivery Plan                    | 2  | 2  | 100.00 |
| 130 U393 Vulnerable Patient Delivery Plan             | 14 | 13 | 92.86  |
| 130 U394 Workforce Care Homes Interface Nurse         | 2  | 0  | 0.00   |
| 130 U396 Workforce Prof Devel for DN                  | 1  | 1  | 100.00 |
| 130 U397 Workforce PC Training and Slippage Equipment | 2  | 2  | 100.00 |
| 130 U398 Primary Care 111 Scheme                      | 1  | 1  | 100.00 |
| 130 V001 GMS  | 14 | 5  | 35.71  |
| 130 V140 Upper Valleys GP Cluster                     | 1  | 1  | 100.00 |
| 130 V141 Neath GP Cluster                             | 1  | 1  | 100.00 |
| 130 V143 Neath Primary Care Hub Pathfinder            | 2  | 2  | 100.00 |
| 130 W160 Bay Health Community Network Team            | 2  | 2  | 100.00 |
| 130 W164 Penderi Community Network Team               | 1  | 1  | 100.00 |
| 130 N033 Speech Therapy Paediatrics                   | 55 | 49 | 89.09  |
| 130 N034 Speech Therapy Flying Start Bridgend         | 3  | 3  | 100.00 |
| 130 N035 Speech Therapy Flying Start NPT              | 8  | 8  | 100.00 |
| 130 N101 Speech Therapy Adults                        | 21 | 21 | 100.00 |



|  |       |       |        |
|--|-------|-------|--------|
| 130 W165 Swansea Flying Start SALT         | 7     | 6     | 85.71  |
| 130 A112 Chronic Back Pain Service         | 14    | 14    | 100.00 |
| 130 C203 POW Health Psychology             | 2     | 0     | 0.00   |
| 130 C204 Cardiac Rehabilitation - Bridgend | 5     | 2     | 40.00  |
| 130 C205 Cardiac Rehabilitation - Neath    | 3     | 2     | 66.67  |
| 130 C219 MN Cardiac Rehabilitation         | 12    | 3     | 25.00  |
| 130 G404 MCAS                              | 20    | 19    | 95.00  |
| 130 H603 Bridgend Sexual Health Service    | 30    | 26    | 86.67  |
| 130 H605 SN GUM                            | 12    | 11    | 91.67  |
| 130 K505 MN Restorative Dentistry (Maxfax) | 3     | 0     | 0.00   |
| 130 N067 Gorseinon West Ward               | 48    | 40    | 83.33  |
| 130 N070 Gors - Rehabilitation Day Unit    | 4     | 4     | 100.00 |
| 130 N074 Gorseinon Administration          | 3     | 3     | 100.00 |
| 130 R080 Psychological Medicine            | 3     | 2     | 66.67  |
| 130 W305 Swansea Out of Hours Service      | 32    | 24    | 75.00  |
|  | 1,759 | 1,413 | 80.33  |

The Unit's position has continued to improve, and has increased by 1.98% since last month.

| Unit Actions taken completed December   | Unit Actions planned for Feb   |
|---|--|
| <ul style="list-style-type: none"> <li>Ongoing close monitoring of rate and progress</li> <li>Managers receiving regular updates with names of those staff showing as non-compliant.</li> </ul> | <ul style="list-style-type: none"> <li>Continue to offer support to ensure PADR's are not only undertaken but recorded.</li> <li>Maintain scrutiny to achieve target.</li> </ul> |

### Part 5 - Statutory and Mandatory Training

The availability of up to date information on statutory and mandatory training compliance for the Delivery Unit has been highlighted to Informatics and the executive team

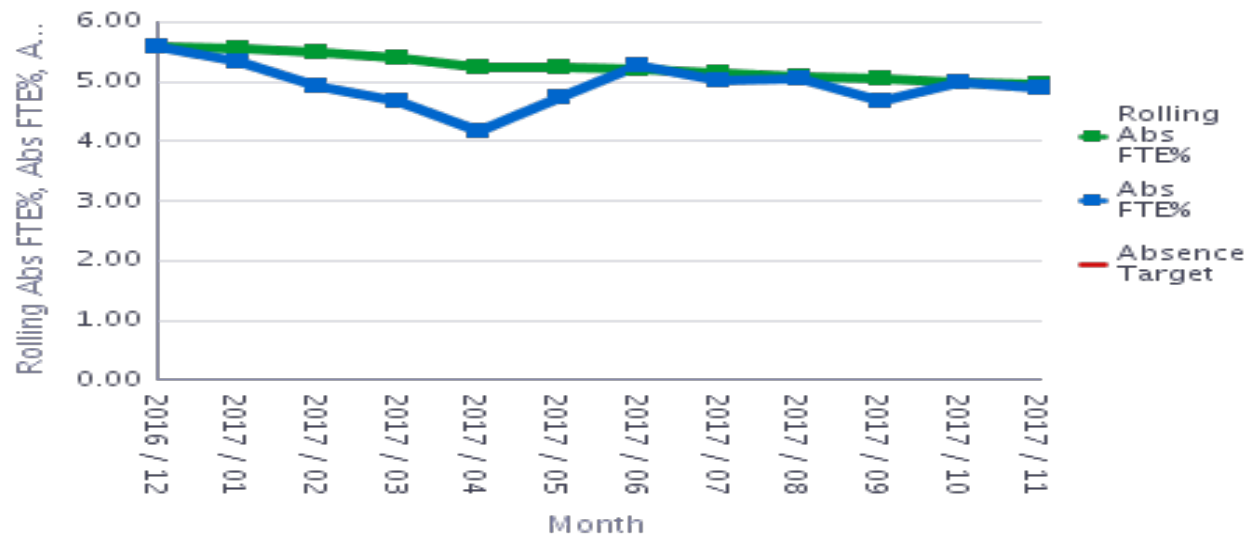
The performance scorecard only holds information for Maesteg Hospital.

| Actions taken completed December   | Actions planned for Feb   |
|--|---|
| <ul style="list-style-type: none"> <li>• Mandatory training must be complete prior to any application for study leave being considered</li> <li>• Triumvirate steer to encourage staff to undertake IG training</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to remind staff of the opportunities available to support completion of mandatory training</li> <li>• </li> </ul> |

## Princess of Wales Delivery Unit

Part 1 – Sickness Absence 1 December 2016 – 31 November 2017

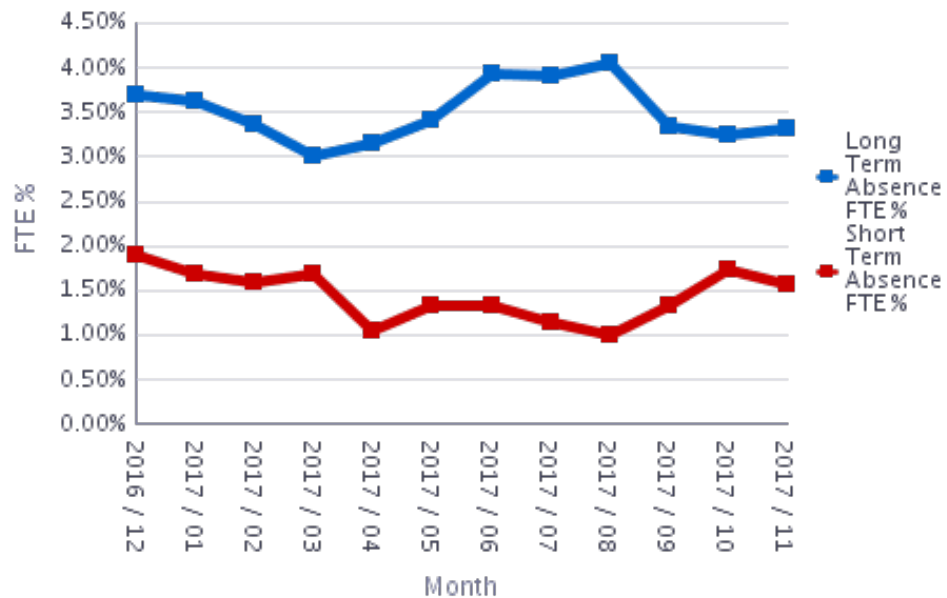
Rolling 12 month sickness absence



The rolling 12 month sick absence rate has decreased by 0.03% in the last month. The in month figure has also decreased by 0.10%.

When compared to November 2016 cumulative sickness absence rate, the unit's cumulative sickness absence rate has reduced by 0.78% during the 12 month period.

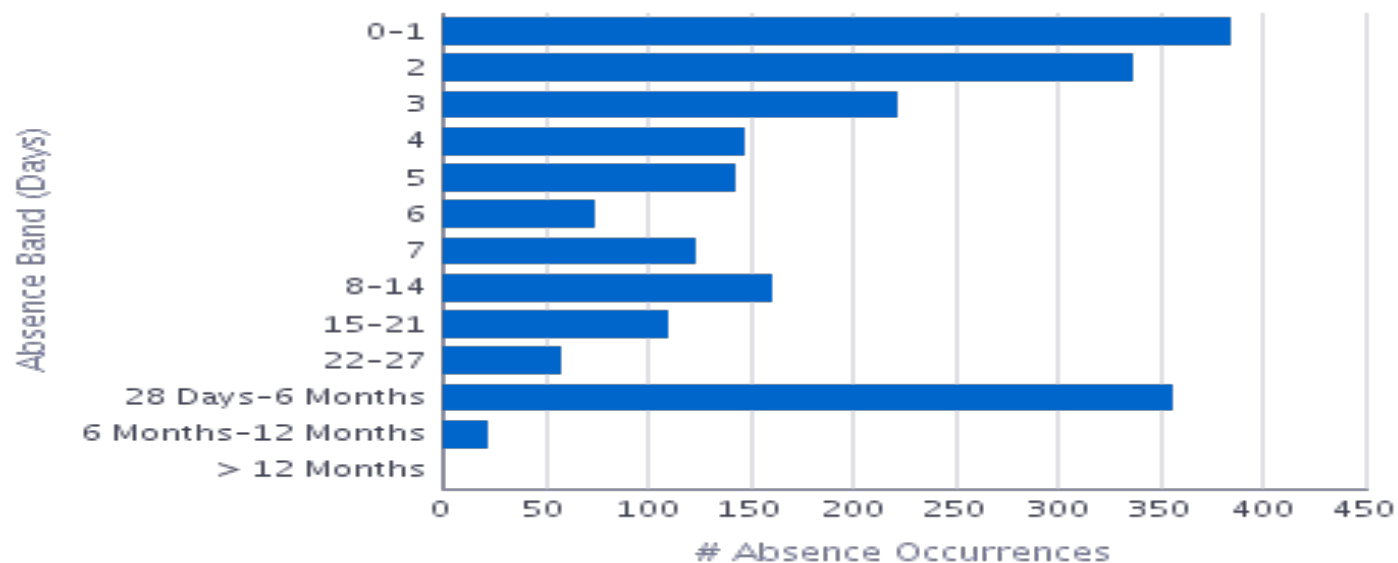
#### **In Month Absence**



Short term absence has decreased by 0.17% and long term absence has increased slightly by 0.16% for November against the previous month sickness rates.

### Length of Absence

The chart below shows the length of absences.



### Overall performance November 2017

There has been a decrease in both the in month figure and overall cumulative sickness figure.

|                   | In month | +/- on previous month | Cumulative | +/- on previous month |
|-------------------|----------|-----------------------|------------|-----------------------|
| Princess of Wales | 4.90%    | -0.10%                | 4.95%      | - 0.03%               |

| Actions taken November/December/January | Actions planned for Feb |
|---|-------------------------|
|   |                         |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Continue with the ABMU Flu Campaign.</li> <li>• On-going implementation of unit's Attendance Improvement and Well-being action plan.</li> <li>• Case conference with Occupational Health for complex long term sickness cases.</li> <li>• Management Development – promotion of sickness behavioural (Nelson) and Footprints training.</li> <li>• Conclusion of some long standing employee relation cases.</li> <li>• Engagement with well-being champions</li> <li>• Staff survey action plan agreed and implemented with various staff groups, including medical.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue with monthly service group sickness absence meetings with unit managers, to discuss the cases and review action plans for each case</li> <li>• Further sick absence audits to continue within unit during 2018.</li> <li>• Review of medical staff sick absence reporting and actions taken.</li> <li>• On-going health promotion in main corridor i.e. 'Time to Change/Talk' promotional stand in main corridor on 1 February 2018.</li> <li>• On-going health and well-being focus in POW newsletter and team brief.</li> <li>• Implement actions from staff survey action plan</li> </ul> |
|--|--|

## Part 2 – Establishment, Vacancies and Recruitment

Over the last year or so the Health Board have been developing the ESR system to include an “establishment” figure so that we are able to accurately assess the number of true vacancies at any given time. The work has focused on our operational directorates and in particular nursing given the shortage of qualified nurses available within the employment market.

|                                  | FTE by Month    |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |               |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Staff Group                      | 2016 / 11       | 2016 / 12       | 2017 / 01       | 2017 / 02       | 2017 / 03       | 2017 / 04       | 2017 / 05       | 2017 / 06       | 2017 / 07       | 2017 / 08       | 2017 / 09       | 2017 / 10       | 2017 / 11       | Vacancies     |
| Add Prof Scientific and Technic  | 34.45           | 34.45           | 33.15           | 33.15           | 33.15           | 33.15           | 34.15           | 34.15           | 37.15           | 38.15           | 39.15           | 39.15           | 40.15           | -2.05         |
| Additional Clinical Services     | 301.81          | 309.59          | 311.52          | 309.47          | 307.59          | 302.71          | 304.00          | 306.40          | 302.73          | 300.77          | 304.35          | 300.47          | 300.85          | 15.48         |
| Administrative and Clerical      | 222.20          | 222.99          | 224.29          | 227.22          | 231.08          | 232.12          | 233.69          | 234.48          | 242.76          | 243.37          | 240.96          | 239.50          | 239.92          | 19.12         |
| Allied Health Professionals      | 100.42          | 100.42          | 101.55          | 101.77          | 101.77          | 100.17          | 100.22          | 101.66          | 103.18          | 102.18          | 101.30          | 103.90          | 104.17          | 17.13         |
| Estates and Ancillary            | 6.27            | 6.27            | 6.27            | 6.27            | 6.27            | 6.27            | 6.27            | 6.27            | 6.00            | 6.00            | 6.00            | 6.00            | 6.00            | 1.38          |
| Healthcare Scientists            | 15.32           | 15.32           | 15.79           | 15.91           | 15.91           | 15.91           | 15.91           | 15.91           | 16.91           | 16.91           | 17.71           | 18.84           | 18.84           | -0.21         |
| Medical and Dental               | 259.76          | 259.12          | 257.32          | 253.03          | 255.83          | 252.38          | 248.14          | 246.34          | 261.25          | 255.18          | 256.18          | 260.28          | 261.78          | 48.38         |
| Nursing and Midwifery Registered | 683.85          | 682.27          | 676.37          | 675.11          | 675.61          | 672.59          | 669.02          | 661.07          | 657.19          | 650.37          | 650.17          | 660.51          | 657.86          | 88.02         |
| <b>Grand Total</b>               | <b>1,624.08</b> | <b>1,630.43</b> | <b>1,626.26</b> | <b>1,621.92</b> | <b>1,627.20</b> | <b>1,615.29</b> | <b>1,611.40</b> | <b>1,606.27</b> | <b>1,627.18</b> | <b>1,612.93</b> | <b>1,615.82</b> | <b>1,628.66</b> | <b>1,629.57</b> | <b>187.25</b> |

Recruitment and retention of key staff groups- registered nursing and medical staff remain the key problem in terms of the level of vacancies and difficulties in recruitment and retention. The unit has recently introduced new roles, career opportunities and workforce models to attract and retain their future workforce.

## Part 3 - Turnover & Labour Stability

### Staff Turnover - Princess of Wales Hospital - 1 Jan 2017 to 31 Dec 2017

| Staff Group                      | FTE    |
|----------------------------------|--------|
| Add Prof Scientific and Technic  | 0.00%  |
| Additional Clinical Services     | 9.30%  |
| Administrative and Clerical      | 7.31%  |
| Allied Health Professionals      | 4.51%  |
| Estates and Ancillary            | 4.35%  |
| Healthcare Scientists            | 0.00%  |
| Medical and Dental               | 6.83%  |
| Nursing and Midwifery Registered | 11.81% |

Average turnover has decreased by 0.20% compared to last month's cumulative rate. The overall turnover rate has reduced by 2.69% since April 2017 and by 2.74% compared to December 2016 (11.92%).

Nursing turnover has seen a significant reduction of 3.09% in its turnover rate compared to December 2016 when it was 14.90%.

### Staff Turnover - Princess of Wales Hospital - 1 Jan 2017 to 31 Dec 2017

|           |           |           |           |           |           |           |           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2017 / 01 | 2017 / 02 | 2017 / 03 | 2017 / 04 | 2017 / 05 | 2017 / 06 | 2017 / 07 | 2017 / 08 | 2017 / 09 | 2017 / 10 | 2017 / 11 | 2017 / 12 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|



|                           |         |         |         |         |         |         |         |         |         |         |         |         |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Headcount                 | 1,707   | 1,711   | 1,717   | 1,711   | 1,712   | 1,711   | 1,722   | 1,715   | 1,717   | 1,731   | 1,731   | 1,723   |
| FTE                       | 1,517.3 | 1,522.8 | 1,528.1 | 1,520.4 | 1,519.1 | 1,515.5 | 1,524.0 | 1,518.5 | 1,521.9 | 1,536.2 | 1,535.1 | 1,529.4 |
|                           | 6       | 9       | 7       | 0       | 7       | 4       | 5       | 8       | 5       | 3       | 5       | 6       |
| Leavers Headcount         | 10      | 8       | 17      | 20      | 12      | 12      | 15      | 17      | 15      | 12      | 7       | 13      |
| Leavers FTE               | 8.87    | 7.39    | 14.23   | 18.72   | 11.60   | 10.76   | 13.45   | 14.65   | 13.41   | 10.32   | 5.93    | 10.64   |
| Starters Headcount        | 14      | 15      | 7       | 19      | 13      | 13      | 16      | 4       | 19      | 20      | 10      | 5       |
| Starters FTE              | 12.13   | 13.63   | 7.00    | 15.59   | 11.59   | 9.31    | 13.83   | 4.00    | 16.91   | 17.35   | 7.54    | 4.56    |
| Maternity                 | 28      | 27      | 23      | 19      | 17      | 18      | 18      | 16      | 17      | 17      | 17      | 17      |
| Turnover Rate (Headcount) | 0.59%   | 0.47%   | 0.99%   | 1.17%   | 0.70%   | 0.70%   | 0.87%   | 0.99%   | 0.87%   | 0.69%   | 0.40%   | 0.75%   |
| Turnover Rate (FTE)       | 0.58%   | 0.49%   | 0.93%   | 1.23%   | 0.76%   | 0.71%   | 0.88%   | 0.96%   | 0.88%   | 0.67%   | 0.39%   | 0.70%   |
| Leavers (12m)             | 206     | 201     | 206     | 210     | 210     | 204     | 201     | 197     | 178     | 165     | 160     | 158     |
| Turnover Rate (12m)       | 11.81%  | 11.55%  | 11.85%  | 12.11%  | 12.15%  | 11.82%  | 11.67%  | 11.46%  | 10.37%  | 9.63%   | 9.32%   | 9.20%   |
| Leavers FTE (12m)         | 174.54  | 171.26  | 176.51  | 182.60  | 185.00  | 181.21  | 179.45  | 176.63  | 159.92  | 148.42  | 143.05  | 139.98  |
| Turnover Rate FTE (12m)   | 11.30%  | 11.10%  | 11.45%  | 11.87%  | 12.05%  | 11.83%  | 11.74%  | 11.57%  | 10.50%  | 9.75%   | 9.39%   | 9.18%   |

### Delivery unit - Excluding Junior Medical & Dental Staff & Students

|              |       |
|--------------|-------|
| Overall Rate | 9.18% |
|--------------|-------|

| Actions taken completed December/January   | Actions planned for Feb  |
|--|--|
| <ul style="list-style-type: none"> <li>Leaver's data to be circulated on a monthly basis within unit.</li> </ul> | <ul style="list-style-type: none"> <li>DU to review exit interviews to establish if there are any patterns for staff leaving within the first year of their appointment.</li> <li>Staff survey improvement plan actions to be implemented in line with the plan</li> </ul> |

## Part 4 - PADR

## Current Position and Background

The following provides a breakdown of the Princess of Wales Delivery Unit PADR completion and recording within Electronic Staff Record (ESR) as a percentage, as of the 31<sup>st</sup> December 2017 for a 12 month rolling period.

### PDR Reviews (excluding Medical & Dental) - SDU - Princess of Wales Hospital 1st January 2017 - 31st December 2017

| Org L6                                   | Org L8  | Assignment Count | Reviews Completed | Reviews Completed % |
|--|---|------------------|-------------------|---------------------|
| 130 POW Clinical Support Services - Dir  | 130 A101 POW Anaesthetics                       | 2                | 0                 | 0.00                |
| 130 POW Clinical Support Services - Dir  | 130 A110 East Pain Service                      | 3                | 3                 | 100.00              |
| 130 POW Clinical Support Services - Dir  | 130 A302 POW Critical Care                      | 53               | 42                | 79.25               |
| 130 POW Clinical Support Services - Dir  | 130 A305 PWH Outreach                           | 2                | 2                 | 100.00              |
| 130 POW Clinical Support Services - Dir  | 130 A403 East Pre-Assessment                    | 15               | 10                | 66.67               |
| 130 POW Clinical Support Services - Dir  | 130 A418 POW Theatres                           | 122              | 54                | 44.26               |
| 130 POW Clinical Support Services - Dir  | 130 A419 NPTH Theatres                          | 58               | 42                | 72.41               |
| 130 POW Clinical Support Services - Dir  | 130 A431 POW Theatre Support Staff & Management | 6                | 2                 | 33.33               |
| 130 POW Clinical Support Services - Dir  | 130 D602 POW Radiology                          | 71               | 29                | 40.85               |
| 130 POW Clinical Support Services - Dir  | 130 D603 NPTH Radiology                         | 52               | 2                 | 3.85                |
| 130 POW Clinical Support Services - Dir  | 130 U505 Clinical Support Services - Management | 5                | 4                 | 80.00               |
| 130 POW Delivery Unit Management - Dir   | 130 6F45 POW Unit Management                    | 5                | 1                 | 20.00               |
| 130 POW Delivery Unit Management - Dir   | 130 F101 Medicine Clinical Support              | 8                | 0                 | 0.00                |
| 130 POW Delivery Unit Management - Dir   | 130 P121 East Bed Management                    | 10               | 2                 | 20.00               |
| 130 POW Emergency & Acute Medicine - Dir | 130 F201 POW Emergency Unit                     | 75               | 7                 | 9.33                |
| 130 POW Emergency & Acute Medicine - Dir | 130 F202 POW AMU                                | 51               | 42                | 82.35               |
| 130 POW Emergency & Acute Medicine - Dir | 130 F203 POW Ambulatory Care                    | 2                | 2                 | 100.00              |
| 130 POW Emergency & Acute Medicine - Dir | 130 F216 POW ED Medical Staff                   | 14               | 0                 | 0.00                |
| 130 POW Emergency & Acute Medicine - Dir | 130 F306 POW Acute Care                         | 3                | 2                 | 66.67               |
| 130 POW Emergency & Acute Medicine - Dir | 130 U502 Emergency & Acute Services Management  | 16               | 5                 | 31.25               |
| 130 POW Medicine - Dir                   | 130 C103 POW Cardiology Medical Specialty       | 7                | 7                 | 100.00              |
| 130 POW Medicine - Dir                   | 130 C104 NPTH Cardiology Medical Specialty      | 2                | 2                 | 100.00              |

|   |   |    |    |        |
|---|---|----|----|--------|
| 130 POW Medicine - Dir                        | 130 C201 POW Cardiac Unit                       | 47 | 36 | 76.60  |
| 130 POW Medicine - Dir                        | 130 C202 POW Cardiac Catheter Laboratory        | 13 | 3  | 23.08  |
| 130 POW Medicine - Dir                        | 130 C401 POW ECG                                | 21 | 14 | 66.67  |
| 130 POW Medicine - Dir                        | 130 C402 NPTH ECG                               | 6  | 3  | 50.00  |
| 130 POW Medicine - Dir                        | 130 D302 POW Endoscopy Suite                    | 21 | 10 | 47.62  |
| 130 POW Medicine - Dir                        | 130 F301 POW Ward 2                             | 28 | 13 | 46.43  |
| 130 POW Medicine - Dir                        | 130 F302 POW Ward 6                             | 28 | 23 | 82.14  |
| 130 POW Medicine - Dir                        | 130 F303 POW Ward 5                             | 31 | 18 | 58.06  |
| 130 POW Medicine - Dir                        | 130 F304 POW Ward 17                            | 17 | 7  | 41.18  |
| 130 POW Medicine - Dir                        | 130 F305 POW Respiratory Medicine               | 10 | 8  | 80.00  |
| 130 POW Medicine - Dir                        | 130 F327 POW Ward 20                            | 36 | 9  | 25.00  |
| 130 POW Medicine - Dir                        | 130 F500 POW Diabetic Clinic                    | 7  | 6  | 85.71  |
| 130 POW Medicine - Dir                        | 130 F501 POW Diabetology                        | 2  | 2  | 100.00 |
| 130 POW Medicine - Dir                        | 130 F520 POW Dermatology                        | 8  | 5  | 62.50  |
| 130 POW Medicine - Dir                        | 130 F530 POW Gastroenterology                   | 4  | 0  | 0.00   |
| 130 POW Medicine - Dir                        | 130 H403 POW Ward 11                            | 32 | 12 | 37.50  |
| 130 POW Medicine - Dir                        | 130 K706 Singleton Orthoptics                   | 10 | 8  | 80.00  |
| 130 POW Medicine - Dir                        | 130 N001 POW Elderly Care                       | 17 | 12 | 70.59  |
| 130 POW Medicine - Dir                        | 130 N002 POW Ward 18                            | 36 | 21 | 58.33  |
| 130 POW Medicine - Dir                        | 130 N003 POW Ward 19                            | 31 | 21 | 67.74  |
| 130 POW Medicine - Dir                        | 130 N004 Discharge Lounge                       | 4  | 0  | 0.00   |
| 130 POW Medicine - Dir                        | 130 N005 POW Day Medical Unit                   | 12 | 9  | 75.00  |
| 130 POW Medicine - Dir                        | 130 P004 POW Outpatients                        | 13 | 7  | 53.85  |
| 130 POW Medicine - Dir                        | 130 P124 POW Discharge Liaison                  | 5  | 0  | 0.00   |
| 130 POW Medicine - Dir                        | 130 P131 POW Program Investigation Unit         | 2  | 1  | 50.00  |
| 130 POW Medicine - Dir                        | 130 U503 Medical Services - Management          | 12 | 5  | 41.67  |
| 130 POW Patient Experience & Governance - Dir | 130 U027 Clinical Governance                    | 10 | 9  | 90.00  |
| 130 POW Site Management & Admin - Dir         | 130 P120 POW Hospital Admin                     | 5  | 0  | 0.00   |
| 130 POW Site Management & Admin - Dir         | 130 P130 POW Bridgend Clinic                    | 20 | 13 | 65.00  |
| 130 POW Site Management & Admin - Dir         | 130 U353 POW Site Management & Administration   | 6  | 0  | 0.00   |
| 130 POW Surgical Services - Dir               | 130 E202 East General Surgery CNS               | 9  | 7  | 77.78  |
| 130 POW Surgical Services - Dir               | 130 E204 East Urology CNS                       | 10 | 10 | 100.00 |
| 130 POW Surgical Services - Dir               | 130 E205 ENT CNS                                | 3  | 1  | 33.33  |
| 130 POW Surgical Services - Dir               | 130 E208 Singleton Breast Services              | 6  | 5  | 83.33  |
| 130 POW Surgical Services - Dir               | 130 E210 Breast Services - Medical staff        | 10 | 9  | 90.00  |
| 130 POW Surgical Services - Dir               | 130 E301 East General Surgery Medical Specialty | 12 | 6  | 50.00  |
| 130 POW Surgical Services - Dir               | 130 E401 POW Ward 7                             | 34 | 30 | 88.24  |

|                                 |  |              |            |              |
|---------------------------------|--|--------------|------------|--------------|
| 130 POW Surgical Services - Dir | 130 E402 POW Ward 8                          | 32           | 25         | 78.13        |
| 130 POW Surgical Services - Dir | 130 E404 POW Short Stay Unit                 | 16           | 7          | 43.75        |
| 130 POW Surgical Services - Dir | 130 E511 East Urology Medical Specialty      | 7            | 7          | 100.00       |
| 130 POW Surgical Services - Dir | 130 G405 MSK East Site Operational Support   | 14           | 10         | 71.43        |
| 130 POW Surgical Services - Dir | 130 G500 MSK Nurse Practitioners             | 8            | 2          | 25.00        |
| 130 POW Surgical Services - Dir | 130 G501 POW Ward 10                         | 34           | 31         | 91.18        |
| 130 POW Surgical Services - Dir | 130 G502 POW Ward 9                          | 33           | 22         | 66.67        |
| 130 POW Surgical Services - Dir | 130 G503 POW Fracture Clinic                 | 14           | 11         | 78.57        |
| 130 POW Surgical Services - Dir | 130 G601 MSK Physiotherapy East              | 25           | 24         | 96.00        |
| 130 POW Surgical Services - Dir | 130 H404 POW Womens Health Clinic            | 11           | 5          | 45.45        |
| 130 POW Surgical Services - Dir | 130 H421 POW Obs & Gynae Medical Staff       | 5            | 4          | 80.00        |
| 130 POW Surgical Services - Dir | 130 H426 Obs and Gynae Admin                 | 12           | 7          | 58.33        |
| 130 POW Surgical Services - Dir | 130 H432 POW Maternity                       | 86           | 48         | 55.81        |
| 130 POW Surgical Services - Dir | 130 K601 Cochlear Implant Team               | 3            | 0          | 0.00         |
| 130 POW Surgical Services - Dir | 130 K602 POW ENT Medical Specialty           | 4            | 3          | 75.00        |
| 130 POW Surgical Services - Dir | 130 K701 POW Orthoptics                      | 10           | 6          | 60.00        |
| 130 POW Surgical Services - Dir | 130 K702 POW Ophthalmology Medical Specialty | 6            | 6          | 100.00       |
| 130 POW Surgical Services - Dir | 130 K703 POW Ophthalmology Clinic            | 14           | 11         | 78.57        |
| 130 POW Surgical Services - Dir | 130 P007 POW Outpatients - Admin             | 33           | 27         | 81.82        |
| 130 POW Surgical Services - Dir | 130 U504 Surgical Services - Management      | 14           | 11         | 78.57        |
| <b>Grand Total</b>              |  | <b>1,541</b> | <b>870</b> | <b>56.46</b> |

The Unit's PADR position has not improved over the last few months and has remained at approximately 56%. The PADR rates are an area of concern for the unit and a PADR improvement plan has recently been agreed and implemented to improve this position in the forthcoming months.

| <b>Actions taken completed December/January</b>  | <b>Actions planned for Feb</b>  |
|--|---|
| <ul style="list-style-type: none"> <li>Re-training/training of ESR Learning Administrators undertaken to centrally input and report on PADR dates.</li> <li>PADR improvement plan agreed and implemented.</li> </ul> | <ul style="list-style-type: none"> <li>Continue to implement actions from PADR improvement plan.</li> <li>Explore where group PADR sessions are appropriate.</li> </ul> |

## Part 5 - Statutory and Mandatory Training

|                        |     |
|------------------------|-----|
| Information Governance | 65% |
|------------------------|-----|

| Competency                                 | Compliance % |
|--|--------------|
| Fire Safety                                | 86.4%        |
| Infection Prevention and Control - Level 1 | 89.3%        |
| Manual Handling                            | 85.6%        |
| POVA                                       | 79.5%        |
| Safeguarding Children - Level 1            | 67.8%        |
| Violence and Aggression (Wales)            | 76.7%        |
| Hand Hygiene                               | 91.5%        |
| MCA/DOLS                                   | 75.9%        |

| Actions taken completed December/January   | Actions planned for Feb  |
|--|--|
| <ul style="list-style-type: none"> <li>Mandatory training must be completed prior to any application for study leave being considered</li> <li>Information governance focus in team brief</li> <li>Roll out of violence and aggression training in ED, plan to reach out to further service areas in quarter 1 2018.</li> <li>Monthly nurse rostering meetings– study leave KPI's reviewed with ward managers</li> </ul> | <ul style="list-style-type: none"> <li>Continue to remind staff of the opportunities available to support completion of mandatory training</li> <li>Improve PADR compliance rates/reviewing of statutory mandatory training</li> <li>Train the trainer in violence and aggression to commence</li> </ul> |

## Part 6 - Variable Pay

The table below summaries the key elements of the variable pay trends for this year to date

|                                    | P01       | P02       | P03       | P04       | P05       | P06       | P07       | P08       | P09       | Total      |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>BUDGET</b>                      | 7,178,765 | 7,177,794 | 7,365,672 | 7,262,036 | 7,237,769 | 7,341,417 | 7,244,148 | 7,413,711 | 7,406,307 | 65,627,620 |
| <b>VACANCY</b>                     | -750,166  | -755,320  | -725,785  | -972,160  | -822,202  | -836,866  | -784,496  | -971,528  | -958,740  | -7,577,262 |
| <b>TOTAL FIXED</b>                 | 6,428,599 | 6,422,474 | 6,639,887 | 6,289,876 | 6,415,567 | 6,504,551 | 6,459,652 | 6,442,183 | 6,447,567 | 58,050,357 |
| <b>Bank</b>                        | 88,796    | 85,405    | 94,501    | 101,847   | 118,100   | 102,975   | 83,509    | 106,795   | 112,593   | 894,521    |
| <b>Overtime</b>                    | 89,486    | 73,569    | 17,874    | 107,447   | 55,290    | 64,721    | 48,194    | 53,091    | 51,005    | 560,676    |
| <b>Agency - Non Medical</b>        | 223,034   | 172,443   | 142,800   | 270,300   | 187,078   | 209,470   | 230,570   | 220,758   | 193,931   | 1,850,384  |
| <b>Agency - Medical</b>            | 139,784   | 185,019   | 261,738   | 265,935   | 252,797   | 171,284   | 92,443    | 182,057   | 229,068   | 1,780,125  |
| <b>WLI</b>                         | 47,233    | 28,106    | 67,734    | 39,534    | 67,794    | 75,833    | 48,195    | 58,047    | 68,133    | 500,611    |
| <b>Irregular Sessions</b>          | 144,815   | 161,192   | 67,436    | 209,738   | 111,456   | 97,320    | 157,240   | 93,797    | 189,928   | 1,232,921  |
| <b>TOTAL VARIABLE</b>              | 733,149   | 705,735   | 652,082   | 994,802   | 792,515   | 721,603   | 660,150   | 714,544   | 844,658   | 6,819,238  |
| <b>TOTAL PAYBILL</b>               | 7,161,748 | 7,128,208 | 7,291,970 | 7,284,678 | 7,208,082 | 7,226,154 | 7,119,803 | 7,156,728 | 7,292,225 | 64,869,595 |
| <b>Variable Pay of Total Pay %</b> | 10.24%    | 9.90%     | 8.94%     | 13.66%    | 10.99%    | 9.99%     | 9.27%     | 9.98%     | 11.58%    | 10.51%     |

In recent months, there has been an underlying reduction in agency medical staffing but an increased cost of ADH's. Medical agency spend appears high in month 9 but this is due to spend that was previously incorrectly charged to Morriston and POW is now being recharged for this. When adjusting for this spend the trend is downwards.

The nursing variable pay position reduced in December due to a reduction of annual leave. This reduction has been offset in part by some increase in bank.

The Welsh Government cap on agency and internal cover rates came into effect from mid-November and there will be need for a corporate finance assessment of the financial savings from this implementation.

In relation to pay overall there has been improvement year on year and the unit is currently meeting the targets set to improve pay.

| <b>Actions taken completed December/January</b>   | <b>Actions planned for Feb</b>   |
|---|--|
| <ul style="list-style-type: none"> <li>Agency Cap for Medical and Dental Staff introduced to support reduction in locum/agency usage and costs.</li> <li>New bank system continues to be embedded within the HB.</li> </ul> | <ul style="list-style-type: none"> <li>Continue to recruit to medical/nursing vacancies.</li> <li>Actions contained within individual service group medical workforce plans to be implemented</li> </ul> |

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Monthly service group nurse rostering meetings continue</li> <li>• Monthly service group sickness meetings continue</li> <li>• High level of nursing/medical vacancies</li> <li>• Review of medical job plans/rota commitment</li> <li>• Monthly recruitment events for nursing vacancies</li> </ul> | <ul style="list-style-type: none"> <li>• Nursing shift standardisation consultation to commence</li> <li>• Pay cost pressures from variable pay to be managed through cost reduction action plan</li> <li>• On- going focus on robust sickness management</li> </ul> |
|---|--|