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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	13 October 2022		Agenda Item	3.3
Report Title	'Taking Care of the Carers' - Audit Wales Structured Assessment Review – SBU Health Board Staff Health & Wellbeing Services.			
Report Author	Paul Dunning – Professional Head of Staff Health & Wellbeing			
Report Sponsor	Debbie Eyitayo, Director of Workforce and OD			
Presented by	Paul Dunning – Professional Head of Staff Health & Wellbeing			
Freedom of Information	Open			
Purpose of the Report	In Sept 2021, Audit Wales requested that all Health boards undertake a checklist regarding Staff Health and wellbeing support during the Covid 19 pandemic and this report is an update request from Audit Wales in August 2022 on actions within the checklist.			
Key Issues	The report highlights the comprehensive wellbeing offer that has been made available to staff and provides detail of support for staff.			
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: Discuss and approve the details of the checklist. <ul style="list-style-type: none">• NOTE the contents of this report.			

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The update on the checklist provides assurance and quality in regards to the support available to staff during the post-Covid period.		
Financial Implications		
None.		
Legal Implications (including equality and diversity assessment)		
There are no financial implications.		
Staffing Implications		
None.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
There are no long term implications in relation to the impact of the Well-being of Future Generations Act.		
Report History	None.	
Appendices	Appendix 1 - Audit Wales Structured Assessment Review – September 2022	

APPENDIX 1


Audit Wales Structured Assessment Review – SBU Health Board Staff Health & Wellbeing Services

September 2022

Reference	Recommendation	Management Update
R1	Retaining a strong focus on staff wellbeing	<p>The Health Board continues to prioritise and maintain a strong focus on staff wellbeing based on early intervention and prevention and the Business Case for additional investment in the Staff Health and Wellbeing Service was approved by Management Board in March 2022. This additional recurrent resource supports the Staff Post Covid-19 Wellbeing Strategy (see e-mail attachment) and will help sustain service developments undertaken during the Covid-19 pandemic, including helping to meet the annual 18% increase in service demand related to mental health and trauma related support.</p> <p>The Staff Stress and Emotional Wellbeing Policy (see copy in attached e-mail) highlights the preventative approach to staff wellbeing and includes advice and guidance for managers on the work related stress risk assessment. The Staff Wellbeing Service service is working closely with the recently appointed Quality Improvement Suicide Prevention Lead to ensure an integrated approach in this area and standard operating procedures to support managing suicidal disclosures have recently been developed for use by the Wellbeing Service (see e-mail attachments).</p> <p>Review of the Staff Post Covid-19 Wellbeing Strategy</p> <p>Goal 1 - To ensure staff have access to a peer support programme using TRiM approach to identify early signs of trauma and deteriorating mental health</p> <p>A substantive TRiM Coordinator and project assistant were substantively employed in April 2022 to continue the TRiM and REACTMH® interventions commenced during the Covid-19 pandemic. REACTMH is a tool, developed by experts at March on Stress, that aims to help staff have psychologically informed and supportive conversations with each other about their mental health. REACT is an acronym, which provides a framework for the conversation:</p>

		<ul style="list-style-type: none"> • Recognise • Engage • Actively Listen • Check Risk • Talk about specific actions <p>To date, 24 staff have been trained to deliver REACT training and over 1805 members of staff have attended REACT and it is the ambition that every member of staff has access to the training to be able to support the cultural shift of caring for and supporting one another. This is being undertaken through a blended approach using virtual, face to face and, in the near future, a digital solution to learning.</p> <p>The evaluation of TRiM is detailed below in the related evaluation recommendation.</p> <p>Goal 2 - Increase awareness of support available to reduce stigma and discrimination related to mental health at work/wider.</p> <p>The Health Board continues to engage with the Time to Change Wales Campaign whose aim is to end the stigma and discrimination faced by people with mental health problems. Between January and March 2022, SBU participated in a Health and Social Care Pilot with Time to Change Wales and CTM UHB to deliver training to health care workers to challenge mental health stigma in the workplace. 18 sessions were delivered and 227 SBU staff attended (plus 35 from CTM). Of the feedback received, 93% would recommend the sessions to colleagues. Further training has been arranged from September to December 2022.</p> <p>Additionally, six presentations by Time to Change Wales volunteers who have lived experience of mental health at work, have been delivered with 164 staff attending. The Wellbeing Champion network has regular introductory meetings with Time to Change Wales for newly registered champions to familiarise themselves with the campaign and related electronic resources. Promotion of the campaign is undertaken via the intranet, social media, Wellbeing Champion and line manager networks and communication with staff side colleagues.</p> <p>Goal 3 - Ensure the staff wellbeing service is appropriately resourced to meet staff mental health.</p>
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		<p>The successful Business Case resource has enabled additional Counselling, Occupational Therapy, TRiM and administrative resource to support the staff wellbeing service. Staff have recently undertaken CBT informed trauma therapy to ensure that the skill mix is appropriate to meet the needs of staff and a Counsellor has been recruited who has specialist trauma therapy skills (EMDR).</p> <p>Goal 4 - Increase awareness of Wellbeing support via Comms including Wellbeing Champions to signpost for support</p> <p>The Wellbeing Service continues to collaborate with the Communications Team to ensure staff are updated via the intranet, social media and staff Newspaper. The service, along with Occupational Health, is promoted at the Health Board's induction along with information on how to access services. Below are 2 Twitter releases, including one to promote World cancer Day in February when a staff cervical cancer awareness webinar was hosted by the wellbeing team. The Wellbeing Champion Network has over 530 staff undertaking this role and staff wellbeing information is communicated through the network to ensure teams and services are regularly updated with developments. A Staff Wellbeing and Occupational Health SharePoint has been developed as the repository for all related information, updates and referral forms.</p>
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 **Swansea Bay Health...** @Chari... · Jun 20 ...


We're supporting wellbeing day in Neath Port Talbot Hospital today💜 #wellbeing #staffwellbeing #nhs #charity




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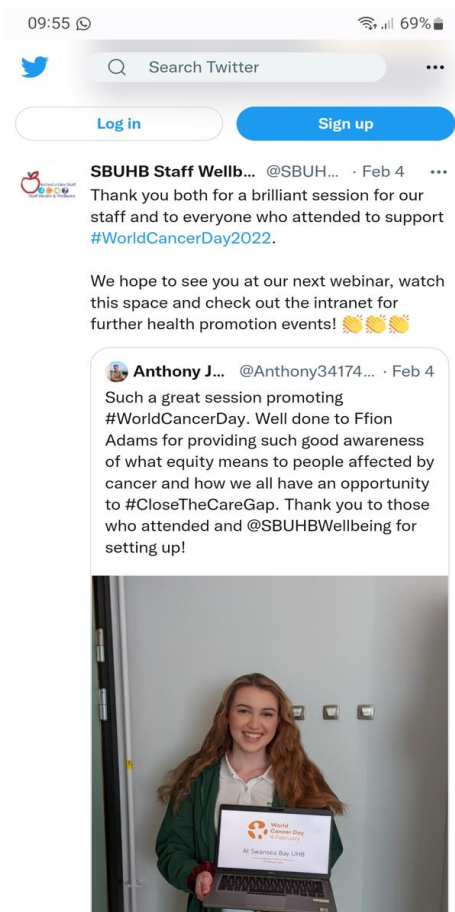
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 SBUHB Staff Wellbeing Service Retweeted

 **Robert Workman** @RobW_OT · Jun 20 ...

Great to see @SBNHSLGBT @BAGIGLHDT at the well-being day at NPT Hospital today. 🏳️‍🌈





Goal 5 - To ensure that staff have access to timely Occupational Health Service.

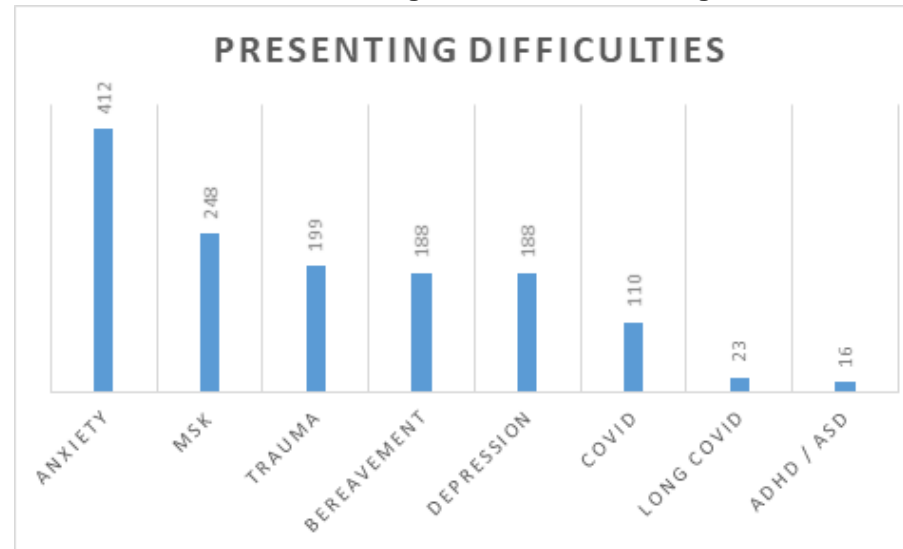
Recent training of the Occupational Health Nurses has supported a wider number of clinicians to undertake management referrals, helping to reduce waiting times for staff. Performance is measured

		<p>monthly against KPI's and July 2022 evidence demonstrated 100% of management referrals are being triaged within 3 working days and 86% of referrals are provided with a clinical appointment within 4 weeks of referral, the average wait being 12 working days. When Occupational Health clearance is required to commence employment, 47% of pre-employment clearances are undertaken in 1-5 working days and 79.6% within 10 days.</p> <p>The Occupational Health Speciality Doctor has now successfully passed his CESR Consultant exams and it is anticipated that he will qualify as a Consultant in November 2022. SBU is currently the only Health Board in Wales that employs a permanent, full time Doctor.</p> <p>A local GP who is interested in developing their career within Occupational Health has recently gained a Health Board contract to commence shadowing the Speciality Doctor in order to gain experience within the field and they plan to undertake the Diploma in Occupational Health later this year. If successful, it is hoped that this will provide additional Medical support to the service into the future.</p> <p>Goal 6 - To maximise the physical health of staff and provide timely support for mild-moderate muscular-skeletal (MSk) conditions</p> <p>The Staff Wellbeing physiotherapists aim to offer an initial assessment within 5 working days and have completed additional training in managing back pain at work, 'Assessing fitness for work' and ergonomics and office equipment. A new Staff Wellbeing SharePoint site has been created for staff to access immediate advice regarding common musculoskeletal complaints with a specific section for display screen users on sedentary working, setting up their workstation and advice for home and agile workers.</p> <p>Webinars have been delivered to staff including 'managing your musculoskeletal health' aimed at sedentary workers. The service continues to collaborate with the Physiotherapy outpatient services in order to deliver some face to face physiotherapy appointments within the staff wellbeing service as required.</p> <p>All workplace assessment (WPA) requests submitted through occupational health are provide with an initial telephone consultation to determine if a WPA is required or advice only. On-site WPA's can be arranged in a timely manner if required or a virtual assessment offered for those working from home, ensuring prudent working and supporting staff in a timely manner. Reports with</p>
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		<p>recommendations/reasonable adjustments to managers are provided within two days of the assessment.</p> <p>Goal 7 - To reduce the impact of Long Covid on staff wellbeing and facilitate return to work/sustained work return</p> <p>Welsh Government's announcement of £5 million to maintain support for Long Covid in April 2022 has enabled the continued secondment of the Band 7 Occupational Therapist (OT) to Occupational Health to support this work. 214 referrals have been made into the service since its inception in November 2020 and the evaluation of the OT staff support within the Health Board has been accepted as an AHP exemplar model within the Society of Occupational Medicine's position paper - 'Long Covid and Return to Work' - Long COVID and Return to Work What Works.pdf (som.org.uk) Page 15 highlights Wales contribution and how SBU has used AHP's in Occupational Health to support staff with Long Covid.</p>
R2	Considering workforce issues in recovery plans	<p>The Staff Wellbeing Strategy incorporates the evidence-base for support required for staff after a pandemic and the strategy seeks to focus on timely mental health and trauma interventions and the wider wellbeing of staff.</p> <p>As described previously, the Health Board has introduced TRiM and REACT Mental Health Training as a preventive/early intervention model and the project lead for TRiM and REACT is working closely with the newly appointed Corporate Suicide Prevention Lead to plan and deliver training and awareness sessions to maximise resources. The Wellbeing Champion Network continues to be promoted and supported with over 580 staff volunteering into this role to support their teams and services.</p> <p>Consultation has been undertaken with staff to inform plans of a Commemorative Project. This involved staff (particularly those in front-line COVID areas) being given the opportunity to work with an arts therapist to enable staff to reflect and share their experiences that will inform a commemorative piece for staff and the community. Work is continuing and there have been a series of engagement workshops for staff to contribute to the creation of commemorative gardens. Work is also continuing in partnership between the Health Board and Biophilic Wales for the development of green spaces that staff and patients/families can enjoy outside on the hospital grounds.</p>

		<p>The Health Baord has embarked on an initiative called Sharing HOPE which is an arts project available to all staff groups. Its aim is to highlight the power of sharing stories & capturing Covid recovery, morale trauma and destigmatising of mental health. It is funded 50% by <u>The Baring Foundation</u> and 50% by <u>Arts Council of Wales Arts Council of Wales</u></p>
R3	<p>Evaluating the effectiveness and impact of the staff wellbeing offer</p>	<p>Evaluation of Wellbeing Services April 22 - April 23</p> <p>The Wellbeing Service Psychology Assistant has produced a comprehensive evaluation report of the various services delivered within Staff Wellbeing and the information below highlights the efficacy of these services delivered during the twelve-month period (see related e-mail attachment for further detail)</p> <p>Table 1 below demonstrates presenting difficulties at referral of the 1,378 staff who accessed the service April 21-April 22. Anxiety issues represented 30% of referrals to the service.</p>

Table 1 – Presenting difficulties of referring staff

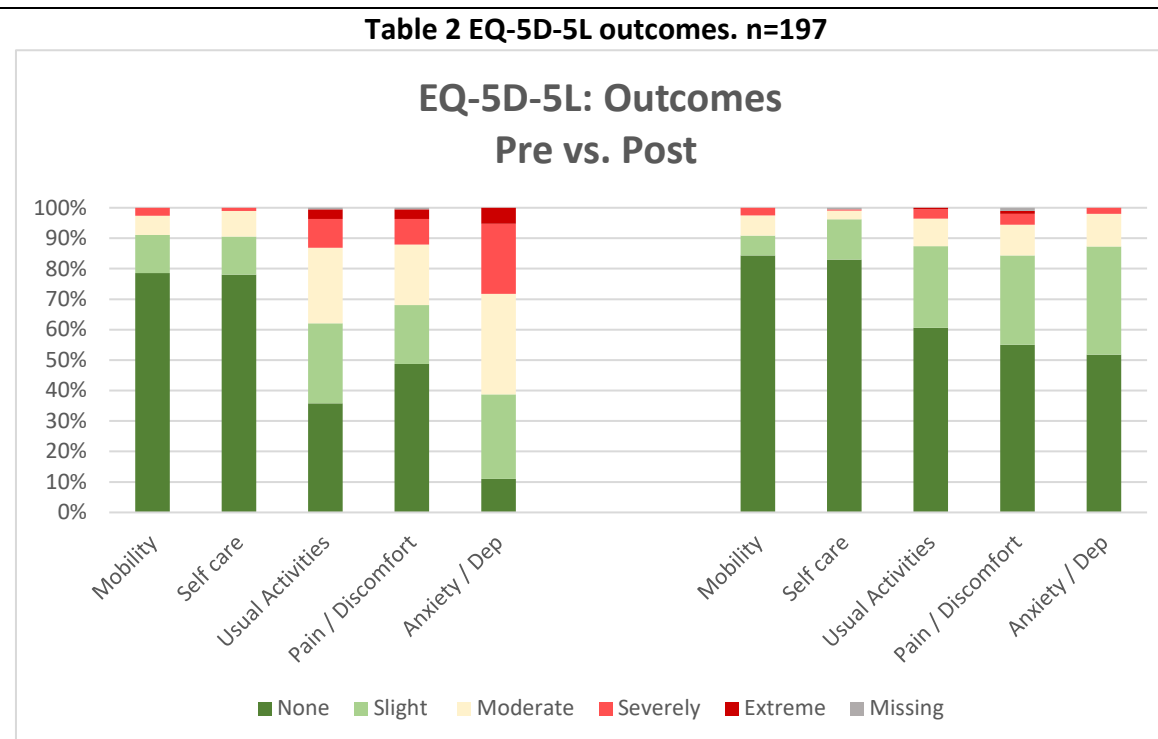


EQ-ED-5L Outcome Data to evaluate outcomes of staff who have received 1:1 support

The EQ-5D-5L is a health outcome measure for describing and evaluating health status and is used in a variety of clinical and setting settings. It describes health in terms of five dimensions:

- Mobility
- Self-care
- Usual Activities
- Pain/discomfort
- Anxiety/depression

The table below demonstrates improvements in all domains with the greatest clinical improvements in the 'Usual Activities,' 'Pain and Discomfort' and 'Anxiety/Depression' scores, demonstrating improvements in mental health, increased engagement in valued activities and reduced pain.



TRiM (Trauma Risk Management)

- There was a significant increase in the level of confidence staff felt in opening and carrying out a conversation about mental health with a colleague.
- Attendee knowledge and understanding of mental health and its potential impacts increased significantly.
-

Despite the fact that some staff had only recently completed the training, evaluation demonstrated that:

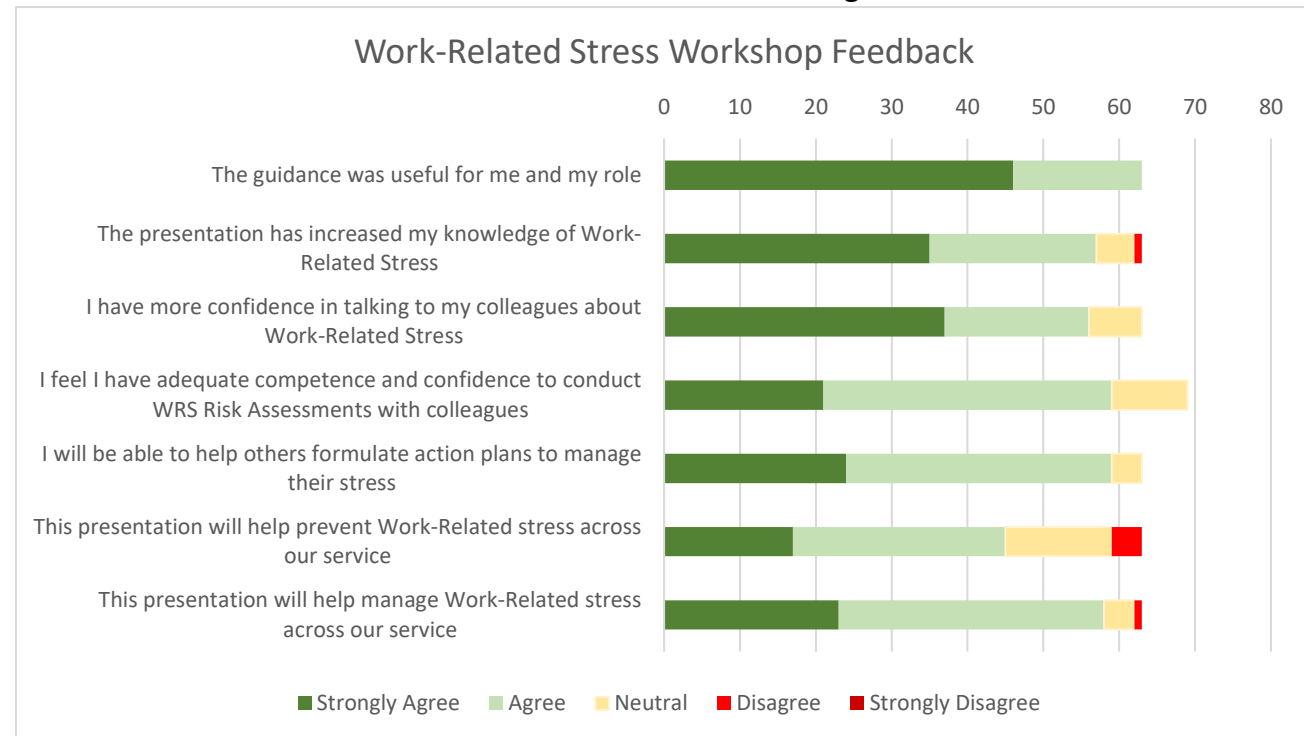
- 91% of respondents wanted to see REACT training continue in the Health Board.
- 59% had already used REACT in the work place in some capacity
- The training content was helpful in facilitating psychologically informed conversations

- The training supported staff's confidence in initiating and having wellbeing conversations in practice

This demonstrates that staff are already using the REACT skill-set, are more informed about mental health issues and more confident in supporting each other in the workplace.

Work-Related Stress Training Workshop for Managers (see related PowerPoint email attachment). This training provides managers/supervisor's with knowledge of work related stress and the work-related stress assessment devised using related HSE standards. From the 63 respondents who returned evaluation data, the feedback in table 4 was gained.

Table 4 - Work Related Stress Training Feedback



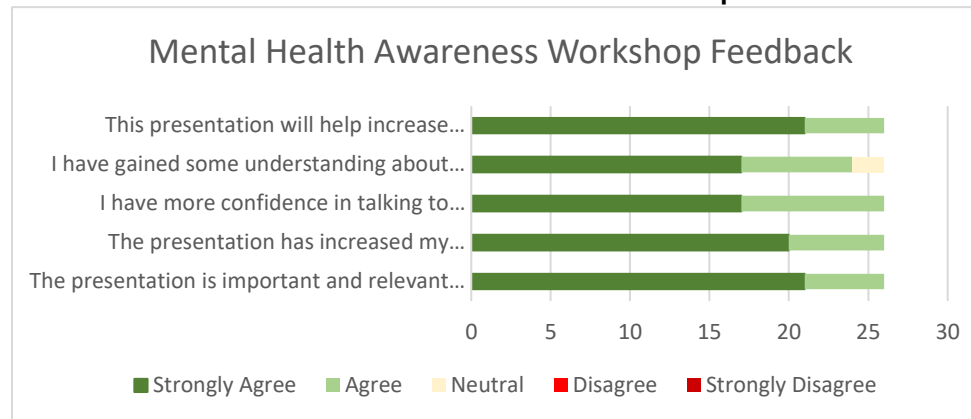
Of the 63 respondents who completed the evaluation, 73% stated the training was excellent, 25% that the training was good and 2% felt it was average.

Feedback from one participant - "I feel the risk assessment tool provides a positive platform to address WRS if you identify it but for me personally it will allow opportunity to evaluate staff and make positive changes in the workplace hopefully before any WRS issues are identified. I also feel it is positive to leave a training session where you have something structured to use immediately."

Mental Health Awareness Training Workshop for Managers (see related PowerPoint email attachment).

This training provides managers with an overview of mental health problems, how staff may present with related difficulties and how to support and signpost for treatment/professional support. Table 5 demonstrates participant feedback.

Table 5 – Mental Health Awareness Workshop Feedback



81% felt the overall training was excellent and the remaining 19% felt the training was good.

Participant feedback - "I feel more confident in knowing how to deal with certain situations, I feel now I would be more aware for signs of concern and a better understanding of where to sign post for help"

Mindful and Meaning Value Based Living (MML) Course

The MML course is a skills training course which is based on the principles of Acceptance and Commitment Therapy (ACT). The aim is to provide people with tools and strategies to manage stress and worry. The sessions are designed to enhance psychological health, personal resilience and effectiveness through Mindfulness and realigning to personal values/what is most important in life.

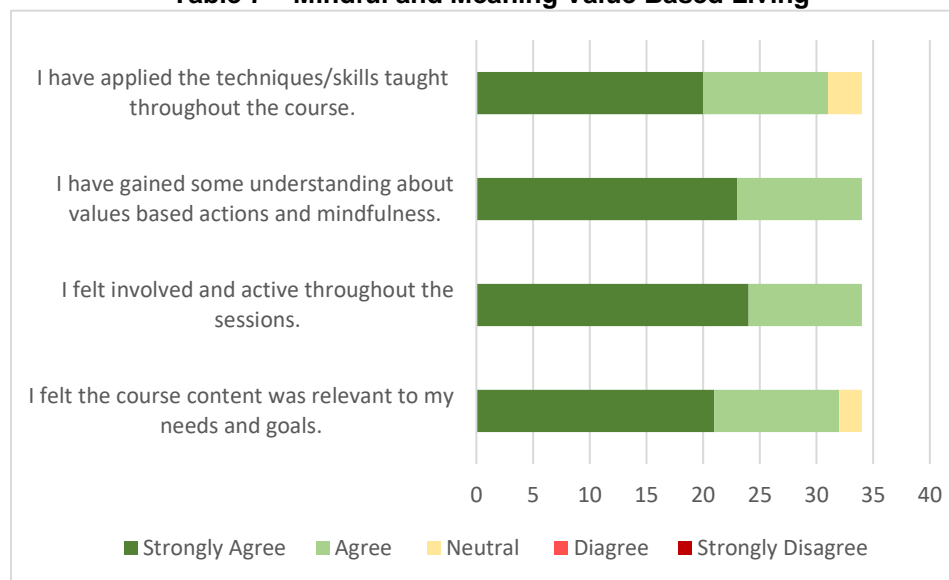
Research shows that the training can help people to:

- Build personal resilience, enabling an alternative response to stressful situations

- Improve the ability to live in the present moment (rather than being excessively consumed in thoughts about the past or future)

The course is delivered over 5 sessions via Microsoft Teams with each session being 2 ½ hours. Table 7 demonstrates that of the 34 respondents, 82% felt the course was excellent, and the remaining 18% felt the training was good.

Table 7 – Mindful and Meaning Value Based Living



Participant feedback includes - "I enjoyed the course a great deal and took more than I thought I would from it. I have gained knowledge and skills. Tools I will and have been using in my everyday life at home and at work. This course is well worth doing. The delivery was relaxed and professional."

"Just a big thank you!! Wonderful course, should be mandatory to all NHS staff!"

Additional service evaluation

The service has adopted MS Forms to undertake additional service evaluation and the data below captures this information. Future, additional data will enable the service to demonstrate its contribution

more robustly in enabling staff to remain in work whilst managing their health condition and/or the contribution made in supporting a return to work.

Table 7 – work status upon referral

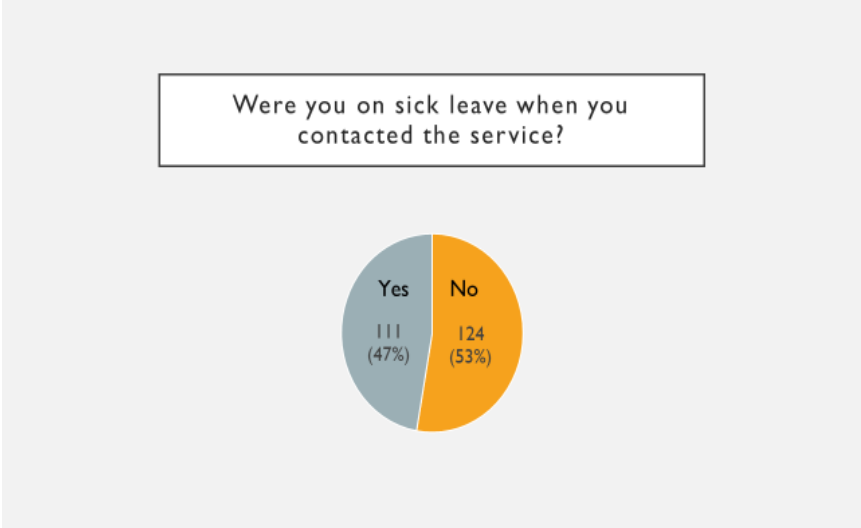


Table 8 – work outcomes at discharge of absentee's

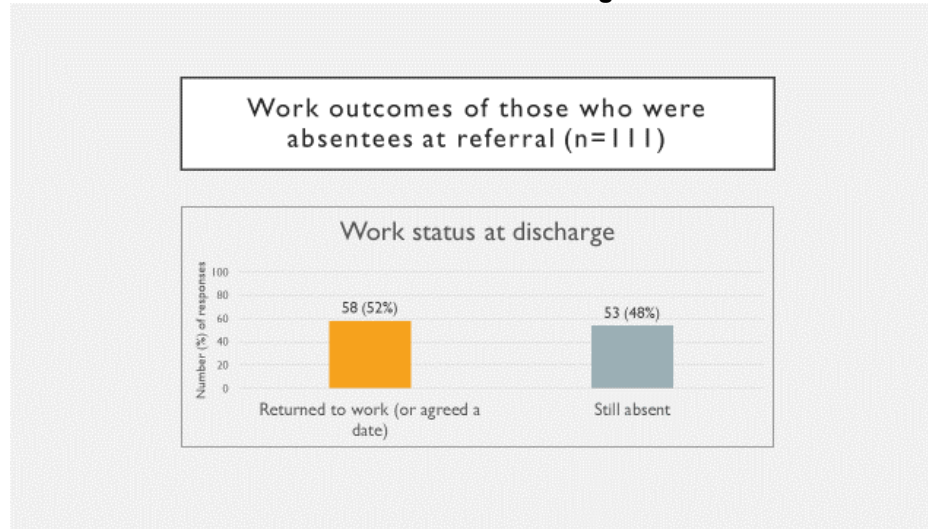


Table 9 – Impact on absentees who had returned to work

Impact of service on baseline absentees who had returned to work at discharge (n=58)

Do you think the service has helped you return to work sooner than you would have done otherwise?

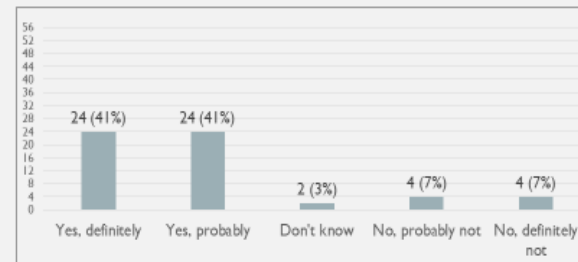


Table 10 – Impact on moving closer to work

Impact of service on baseline absentees who had not returned to work at discharge (n=53)

Do you think the service has helped you move any closer to being ready to return to work?

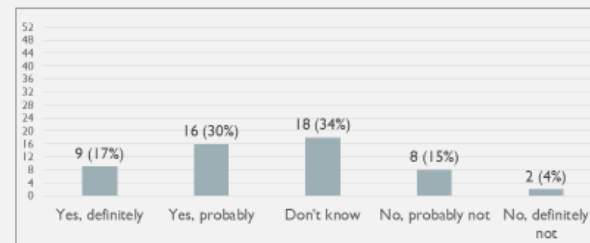


Table 11 – Impact of support to remain in work

Impact of service on those who remained
in work throughout (n=124)

Do you think the service has helped you to remain in work?

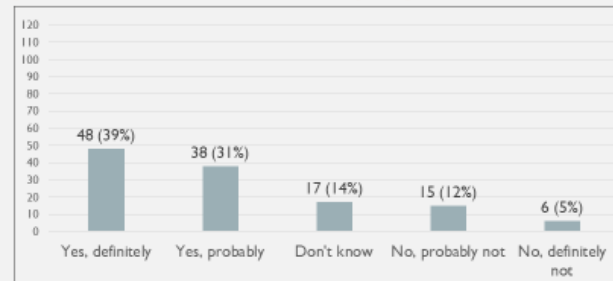
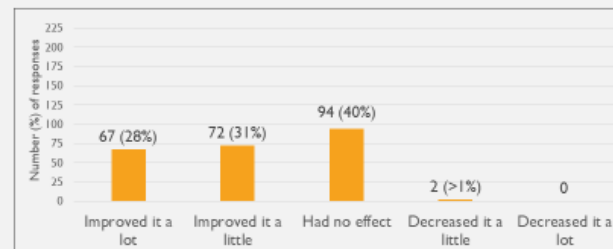


Table 12 – Impact on work performance

Impact on work performance
(all respondents)

What effect do you think the service has had on your performance at work?



R4	Enhancing collaborative approaches to supporting staff wellbeing	<p>The Health Board continues to have a representative from the Staff Wellbeing Service who attends the National Health and Wellbeing Network and other related groups to share learning and collaborate with colleagues across Wales. National offers such as Canopi (previously known as 'Health for Health Professionals') have been promoted on the Wellbeing SharePoint/staff intranet and via social media.</p> <p>As pioneers of TRiM within NHS Wales, the team have collaborated with South Wales Police (SWP) and the Welsh Ambulance Service Trust (WAST). By building upon their exemplar and learning from their experience the TRiM team has developed a tailored service model to suit needs of staff within the Health Board. The Professional Head of Staff Health and Wellbeing represents the Health Board at the 'All Wales NHS Occupational Health & Wellbeing Advisory Group' where service developments are undertaken from an All Wales approach.</p> <p>The Health Board works collaboratively with NHS Wales Shared Services Partnership (NWSSP) to deliver the annual Cycle for Health scheme along with providing other staff benefits. Collaboration between the Estates Departments, Staff Wellbeing and Charitable Funds has enabled several new secure cycle shelters to be provided across the Health Board to promote cycling to work, contributing to the sustainable transport agenda.</p> <p>The Staff Wellbeing Service collaborate with the ESF Funded 'In Work Support Service' delivered by the Health Board in partnership with Welsh Government. This service is promoted to support staff family and friends working in small-medium enterprises who may be struggling to remain in work due to health problems. Positive working relationship with Best practice organisation's have been established including NHS Lanarkshire and Kingston Hospital NHS Foundation Trust.</p> <p>There is continued representation from SBU as part of national Staff Survey Group, national Healthy Working Relationships Group and Speaking Up Safely Partnership group, commissioned by Welsh Partnership Forum. This enables collaboration and sharing of learning and best practice for the benefit of staff experience, wellbeing and engagement.</p>

		<p>Compassion Rounds</p> <p>The Staff Wellbeing Service work closely with the Clinical Psychology Service to deliver Compassion Rounds; an adapted and abbreviated 30-minute version of an hour long Round that has been used in Aneurin Bevan University Health Board for the last six years as part of their employee wellbeing strategy.</p> <p>The Rounds have been delivered virtually and face to face and 144 staff members have participated in facilitators' training. Feedback of 522 staff members regarding their experiences of Compassion Rounds demonstrated 90% of staff that they found them 'excellent' or 'good'.</p> <p>Staff Wellbeing Forum</p> <p>A new 'SBU Wellbeing Forum' is being launched in October 2022 and will bring together stakeholders across a range of disciplines that have an interest in Staff Wellbeing. The network will aim to share and communicate the Wellbeing related activities being developed and implemented across the Health Board, share best practice and new National initiatives.</p> <p>Draft terms of reference include;</p> <ul style="list-style-type: none"> • To help relevant individuals/teams to share resources and reduce overlaps in services and enable us to work more effectively together to meet the health and wellbeing needs of Health Board staff • The forum will discuss initiatives and campaigns both internal to the Health Board and Nationally and formulate a communication plan to ensure dissemination of appropriate information across the Service Groups • The forum will support the Corporate Health Standard accreditation application process • To provide up-to-date information on the wider health and wellbeing agenda and how it relates to the Health Board.
R5	Providing continued assurance to boards and committees	<p>The Board and Committees receive regular reports through the agreed governance arrangements. Assurance related to staff health and wellbeing is provided through reports to the Workforce and OD Committee and the Workforce and OD Delivery Group.</p> <p>A recent audit (Sept 2021) by NWSSP Audit & Assurance of the Staff Wellbeing and Occupational Health services identified no significant issues for reporting.</p>
R6	Building on local and national staff	<p>Following initial review of equality across executive team portfolios there are plans in place to invest in a Strategic Equality Lead for the Health Board. This senior post will align to the Director of Insight,</p>

	<p>engagement arrangements</p>	<p>Engagement and Communications and will ensure that equality work is joined up and monitored across Swansea Bay Health Board. Workforce equality will remain in the portfolio of the Director of Workforce and OD. There is a programme of work to ensure that Staff Network groups across the Health Board are supported, with standard terms of reference and governance. This will include supporting the networks to progress work on specific issues and aligns to Welsh Government Equality Plans (i.e. Anti-Racist Wales). The Strategic Equality Plan will be reviewed in 2023. Other actions include continued focus on updating staff monitoring data to ensure that SBU have an accurate knowledge of staff.</p> <p>The Big Conversation is part of a suite of learning and engagement events under the quality and safety framework. These events will be complimentary in focus and will gain momentum and build throughout the year. The Big Conversation will provide a baseline of our organisational culture which will underpin our future decision-making and actions. The approach can subsequently be used to explore wider topics.</p> <p>The approach is to have a conversation (via a number of different methods) with staff across the organisation to understand our organisational culture.</p> <p>Just</p> <p>Regular training on the Just Culture Principles has been run for the HR Operations team as well as the wider OD team to review cases and test the decision making around policy and process. Facilitated discussion sessions have been run to challenge the decision tree and make amends before it is rolled out across the organisation.</p> <p>Test incidents have been run through the Just Culture Decision Tree and a number of case studies have now been developed to help support the training and development when it is rolled out across the organisation. PDSA Cycles have been used to make improvements following each test.</p> <p>Civility Saves Lives sessions have been developed and run across the organisation, focussing initially on areas with large numbers of reported conflicts. The training covers the responsibilities of the Respect and Resolution Policy, how to access support in Swansea Bay UHB, the support available and focusses on early intervention for conflict, even before HR is contacted. To date nearly 400 managers and staff have attended sessions.</p> <p>A restorative network has been developed and mediators are acting as champions for restorative culture across the organisation. Regular meetings and feedback as well as evidence collected from those</p>
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		<p>involved in the processes has improved the conversation and allowed promotion of mediation across the Health Board. Recording of staff stories are being used to support training and development.</p> <p>The Guardian Service has been available as an additional way for staff, students and volunteers to raise work-related concerns independently, anonymously and 24/7 within SBU since May 2019. It includes;</p> <ul style="list-style-type: none"> • Provision of an independent, safe, confidential bilingual service for staff, volunteers and students to raise any work-related concerns • The number of staff raising concerns and speaking up has significantly increased (from the former internal process – only 5 concerns raised between November 2018 and May 2019) • Progress towards our aim of creating a culture of openness and honesty, with 74.32% of contacts wanting to keep their concern confidential within the remit of the Guardian Service (an improvement of 20% in the last financial year). • Number of concerns raised aligned to the 100 projected per year for the size of the organisation (96 by the end of the first 12 months). See Table 1 below for a comparison of activity by financial year to date. It shows how the service is continuing to be accessed with dips in access aligned to waves of the pandemic and staff capacity over the last 2 years. • 231 staff listened to/spoken up and or sign posted in confidence (May 2019 to March 2022) • 178 concerns resolved/closed (77% of total concerns raised to date, May 2019 to March 2022) • Provides an infrastructure to support and deliver the All Wales 'Procedure for NHS Staff to Raise Concerns' and the expectation to improve raising concerns across NHS Wales by Welsh Government • Compliant with the Welsh Active Offer with the service available to contacts in Welsh. • The service is positively received by those contacts completing the anonymous feedback forms after using the service and raising a concern. • This year, there have been 104 promotional/communications visits (including evenings, weekends and bank holidays). <p>National Staff Survey - Engagement in National work is underway as preparation for the next staff survey in spring 2023.</p> <p>Women's Development - The Health Board has commissioned two leadership programmes for females through the Executive Coaching Company as part of the commitment to provide meaningful support for</p>
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		<p>talent. Each of the two programmes are aimed at different bands. Accelerate is for bands 5-7 and Accelerate Advanced for bands 8a and above. The programmes include coaching and working with the line managers of participants with the aim of supporting the development of women's career progression/leadership.</p> <p>The Health Board introduced apprenticeship recruitment in October 2016. Following a review of Apprenticeship terms & conditions and as a step towards becoming a National Living Wage Employer the Health Board supported decisions to:</p> <ul style="list-style-type: none"> - Increase the salary of apprentices from National Apprenticeship Minimum Wage to National Living Wage from June 2022. This meant a rise in salary from £4.81 to £9.50 per hour for apprentices. - Support apprentices to use their start date on the apprenticeship as the starting date in the NHS in relation to moving through the pay bands, which means that any time completed employed as an apprentice will be taken into consideration when calculating increments within the pay scale structure.
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