



AGENDA ITEM

4.4

CTM BOARD

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT METRICS
REPORT**

Date of meeting	30 January 2020
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Donna Hill, Assistant Director of Workforce Efficiency & Productivity
Presented by	Anne Phillimore, Executive Director of Workforce and OD
Approving Executive Sponsor	Executive Director of Workforce & Organisational Development
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Director of Workforce and OD, Deputy Director of Finance	Ongoing	SUPPORTED
Management Board	16/01/2020	NOTED
Finance, Performance & Workforce Committee	21/01/2020	NOTED

ACRONYMS

HEIW	Health Education Improvement Wales
LAS	Locum Appointment for Service
MARS	Medical Appraisal and Revalidation System

MSF	Multi-Source Feedback
WTE	Whole Time Equivalent
OD	Organisational Development

1. PURPOSE

To update the Board on the key workforce metrics for November / December 2019, with historic trends shown as appropriate.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING

The following narrative describes the high and low lights of the current workforce metrics, as contained within the appendix.

2.1 *What's gone well*

Topic: Medical and dental staffing levels have increased by 38 WTE in the period May - November 2019 due to ongoing recruitment to key posts.

Reason: The Medical Workforce team has seen an increase in recruitment activity across the Health Board, in particular the number of Junior Clinical Fellows and LAS doctors commencing in post.

Topic: Medical Appraisal.

Reason: Appraisal engagement has remained on course, and we are estimating reaching a 90%+ overall engagement for the Revalidation and Appraisal year. Continuing from the Boundary change, MARS and Appraisal Training dates have been introduced in order to establish a presence and build on relationships at the Princess of Wales Hospital. The creation of a new 360 MSF system with the Revalidation Support Unit at HEIW has gone through first stage testing in Nov / Dec 2019. Second stage testing for the Designated Body role is currently taking place, with the expected launch set for 1 March 2020.

2.2 *Areas for Improvement*

Issue: Sickness Absence continues to be high.

Plan: The Health Board continues to deliver Managing Attendance at Work training to line managers and supervisors in partnership with trade union colleagues. The Health Board's Consultant Clinical Psychologist has commenced and one of the main priorities for this role will be an evidence-based, strategic approach to wellbeing. Work is continuing to break down the category of stress (anxiety, stress, depression is our highest reason for sickness) to highlight work related stress, and allow positive action to be taken to reduce the impact on individuals.

Self-referral times for physiotherapy have reduced from 12 weeks to 2/3 weeks (musculo-skeletal illnesses are the second highest reason for sickness), and the Health Board has recently secured £15k Bevan Commission funding to provide dietetic sessions based on the FODMAP (Fermentable Oligo, Di-, Mono-saccharides and Polyols) diet (gastrointestinal disorders is the third highest reason for sickness).

Issue: Nursing turnover remains high, with the year to the end of December showing 11.46% turnover.

Plan: The Nursing and Midwifery Workforce Group has established a 2 part sub-group that will focus on a) the Staffing Act and b) topics related to nurse retention and wellbeing. This will include recruitment, culture, development, and health and wellbeing. A 'moving on' workstream has also been agreed as part of the Employee Engagement programme of work, and this will consider additional initiatives aside from exit questionnaires.

Issue: Job Planning – while the number of signed job plans has increased, the overall percentage is still below the expected level.

Plan: Following the internal audit review on job planning, refreshed training and guidance has been developed and will be rolled out across the Health Board.

Issue: Nursing: Demand for temporary staff continues to remain high with the majority of registered shifts being filled through agencies, including the off-contract, high cost agency, Thornbury.

Plan: The recruitment of nurses from India is well underway with the successful 'landing' of 42 nurses with a pipeline of a further 140 – through collaborative working between Workforce & OD and Nursing colleagues. Collaborative Bank is still being scoped with Shared Services and will provide the opportunity to pay registered nurses by weekly pay, which may increase the uptake for bank, including Swansea Bay nurses.

3. RECOMMENDATION

Discuss the report and associated metrics and report and **NOTE** the detail.

4. IMPACT ASSESSMENT







Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	The quality, safety, patient experience implications result from the availability of the right staff being available with the right skills, at the right place and time to deliver effective safe patient care.







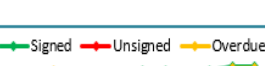
Related Health and Care standard(s)	Staff and Resources
	Staying Healthy Safe Care Effective Care Dignified Care Timely Care Individual Care
Equality impact assessment completed	Not required
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Main Strategic Objective	To Improve Quality, Safety & Patient Experience
Link to Main WBFG Act Objective	Provide high quality care as locally as possible wherever it is safe and sustainable

Appendix







Workforce Health

Sickness Absence	Target	Nov-19	Trend
Overall Sickness Absence Rate (12 month rolling average %)	<5%	6.02%	
3-Year Monthly Trend Comparison - 2017 to 2019 (rolling)	<5%	6.01%	
Short Term Sickness (Number of occurrences)	No target	985	
Long Term Sickness (Number of occurrences)	No target	638	
RTW Percentage	>80% Green, 60% to 79.99% Amber <59.99% Red	49.24%	
Days to enter Sickness	<=7 days	19.54	



Workforce Compliance

Appraisal Rates	Target	Dec-19	Trend
Appraisal Rates Non Medical Staff	>80% Green, 60% to 79.99% Amber <59.99% Red	61.17%	
Appraisal Rates Medical & Dental Staff	>80% Green, 60% to 79.99% Amber <59.99% Red	82.64%	
Core Mandatory Training Compliance - Combined	>80% Green, 60% to 79.99% Amber <59.99% Red	59.15%	
Core Mandatory Training Compliance - Level 1	>80% Green, 60% to 79.99% Amber <59.99% Red	66.49%	
Job Planning Compliance	>80% Green, 60% to 79.99% Amber <59.99% Red	40.00%	



Workforce Utilisation

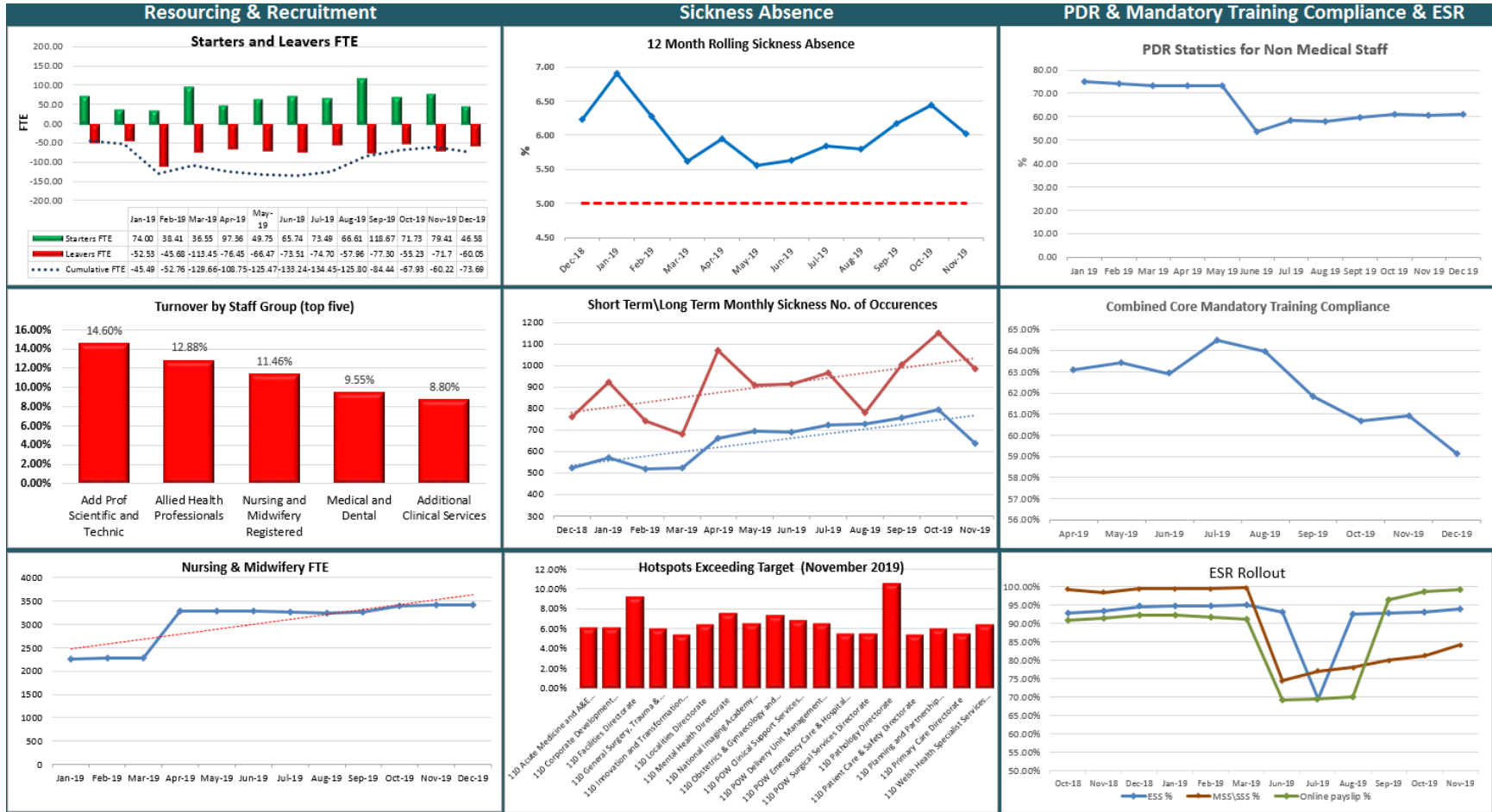
Staffing Supply & Demand	Target	Dec-19	Trend
Registered filled versus unfilled hours	No target (Unfilled ● - Filled ●)		
HC SW/ACS filled versus unfilled	No target (Unfilled ● - Filled ●)		
Qualified - Overtime & additional by month	No target		
HCSW - Overtime & additional by month	No target		
Qualified - Bank WTE by month	No target		
HCSW - Bank WTE by month	No target		

Workforce Stability

Turnover & FTE	Target	Dec-19	Trend
Staff Turnover (12 month rolling - excluding rotational medical staff)	7-9.9% Green, 10-11.9% Amber, >12% Red	9.44%	
Registered Nurse Turnover (12 month rolling)	7-9.9% Green, 10-11.9% Amber, >12% Red	11.46%	
Starters and Leavers FTE % (12 month rolling - excluding rotational medical staff)	No target (Starters ● - Leavers ●)	46.58 -60.05	
Medical & Dental FTE	No target	1,012	

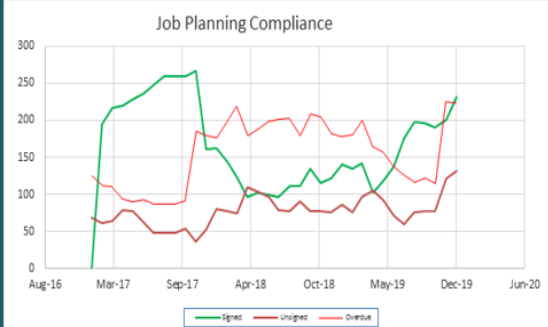
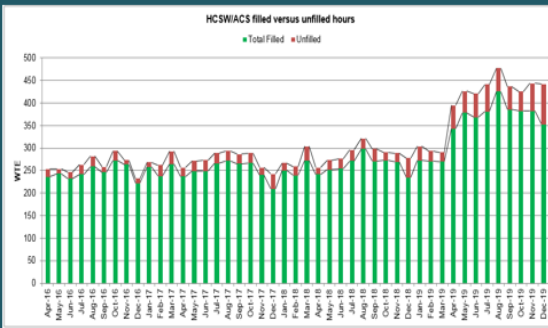
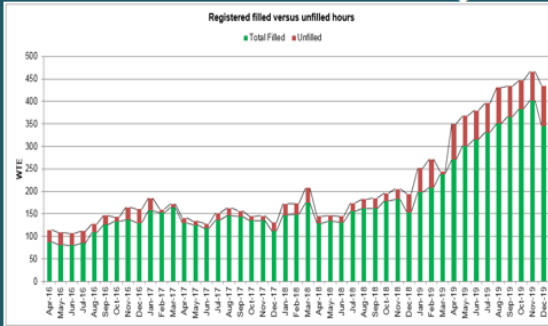
E-Systems

ESR	Target	Nov-19	Trend
Self Service Rollout	>95% Green, 70% to 94.99% Amber <69.99% Red (ESS ● - MSS\SSS ●)	ESS - 94.07% MSS 84.21%	
Online Payslip rollout	>95% Green, 70% to 94.99% Amber <69.99% Red	99.17%	





Workforce Utilisation & Job Planning



Efficiency of Recruitment Process

Recruitment Volumes	2016-17 totals	2017-18 totals	2018-19 totals	Nov-19	2019-20 YTD
Number of Vacancies Raised	678	1311	1713	242	1823
Number of FTE Raised	1064.78	2041.12	2479.97	350.8	2621.3
Number of Conditional Offers Sent	629	1213	1346	168	1480
Number of ID Checks Completed	649	1163	1364	153	1484
Number of Occupational Health Clearances	526	1043	1254	116	1237
Number of Sponsorships Requested	0	0	0	0	0
Number of References Received	627	1179	1278	121	1314
Number of DBS Checks	0	0	812	96	845
Number of Start Dates Requested	605	1118	1222	132	1278
Number of Contracts Issued	727	1169	1140	182	1008
Number of Ad Hoc DBS Checks	50	67	35	1	27

Trac Report Code	Target Times	Responsibility	Trac Recruitment Health Check	Average 16/17	Average 17/18	Average 18/19	Nov-19	Average YTD
T0a	5	Manager	Notice Date to authorisation start date		36.6	41.0	42.0	43.8
T1a	10	Org	Time to approve vacancy request	14.2	12.9	10.6	15.3	14.0
T1b	2	NWSSP	Time to advertise	2.0	1.7	1.6	1.7	1.7
T3	Variable but target 10	Manager	Duration of advertising	9.2	8.8	8.3	8.2	8.6
T3a	2	NWSSP	Time to move to shortlisting	1.7	1.0	1.0	1.0	1.0
T4	3	Manager	Time to Shortlist (original)	10.1	8.8	6.8	7.6	7.8
T4	3	Manager	Time to Shortlist (cleansed)	-	-	4.7	3.7	5.0
T5	2	NWSSP	Time to send interview invites	1.0	1.3	1.0	0.9	1.0
T5a	Variable between 5 and 10 days	Minimum Requirement	Notification given to applicants for interview	8.9	9.5	8.9	9.2	9.3
T5b	3	Manager	Time to update interview outcomes	4.8	4.7	2.5	4.3	3.6
T6	5 4 from Jan 2018	NWSSP	Time to send conditional offer	3.3	3.6	3.8	3.5	3.5
T7	3	Candidate	Conditional Offer to ID appointment booked	4.1	6.3	5.9	3.8	3.7
T7a	10	Candidate	Conditional Offer to ID appointment attended	8.1	10.1	8.6	10.3	8.1
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.7	5.8	5.1	6.1	5.9
T7c	1	Candidate	ID appointment attended to DBS form submitted	5.6	3.2	3.7	3.3	3.1
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received			4.7	4.3	4.4
T11a	Variable	All	Checks ok to start date	17.2	14.4	18.9	20.6	18.6
T11b	2	NWSSP	Checks ok to unconditional offer	3.3	1.7	1.6	1.8	1.7
T12	44	All	Vacancy Creation to conditional offer	51.6	51.1	40.8	46.6	43.6
T13	71	All	Vacancy Creation to unconditional offer	88.7	92.3	74.7	76.4	73.0
T15	27	All	From conditional offer to unconditional offer without outliers	25.0	27.3	21.6	21.6	22.5
T15	27	All	From conditional offer to unconditional offer with outliers	40.8	41.0	32.7	34.8	31.1
T16	Variable	Manager & Candidate	Unconditional Offer to start date	15.7	18.3	19.1	19.2	17.4

Exit Questionnaire



EQ Responses

