


Flash Report: People and Culture Plan

Date: January 2022

Exec Summary: To meet our populations health and care needs effectively we are completely dependant on our workforce. We want to be a great place to train, work and live, with inclusion, wellbeing and development at the heart of everything we do. This plan is our opportunity to improve the experience of staff, ensure the improvements we have made over recent years continue, and confront the challenges which have arisen as a result of the pandemic and subsequent recovery period.

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	Launch of the Plan at January Board
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Focus to Date:	Next Step Priorities:
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- Workforce support to the Community and Wellbeing Centres and Hubs
- Rehabilitation Programme including six workstreams: Keeping me Well, Living Well, Recovery and Wellbeing College, Long Covid Rehab, Prepare Well Orthopaedics and Prepare Well Cancer
- Nominations are being received electronically for the Staff Recognition Awards and shortlisting panels are being arranged
- Values and engagement sessions to be incorporated into the Management Skills programmes
- Four Band 4 Workforce Resourcing Officers commenced in December but are predominantly working on recruitment fast tracking to assist with service pressures.
- During Dec/Jan 351 vaccinators were appointed to the Bank and 52 Admin/Booking centre staff were appointed to support the expanded vaccination programme
- Attended meetings to review Digital ILA's. The UHB has been granted fully funded places, with applications accepted until 31st Mar. 2022.
- Proposal to support the development of CAV-CEHE website submitted to comms team and slippage funded posts to support website development currently being recruited to. Aim to launch website by 31/03/22.
- Inter-professional student placement project (IPSP) commenced in partnership with Cardiff University and Cardiff Metropolitan University.
- The management development programmes have re-started with content adapted to ensure a focus on wellbeing.
- Phase one of coaching has commenced and currently identifying Senior Nurses who would benefit
- Held follow-up meeting with Workforce colleagues in LA and agreed what we collaborate on in the short, medium & long term.
- Attended Regional Workforce Partnership Board, provided feedback to AH & RG regarding future opportunities for integrated working with LA.

- Workforce meetings continue with LA colleagues to build relationships and shared plans
- Further develop the Hywel Dda workforce model for carers
- Set up coaching peer supervision for those joining the coaching network
- Phased implementation of the engagement tool
- Implement initiative for Starter questionnaires for newly appointed graduate nurses (to improve retention)
- Develop specific career promotion videos
- Continue to feed into the Digital Capability Framework, which is currently in development, with the aim of being ready for Q2 2022.
- Forming a working group spanning clinical, digital, workforce and wellbeing to develop guidance to develop guidance to support staff to utilise technology, without having a negative impact on wellbeing.
- Academy leads to instigate scoping work and identify key stakeholders to support academy development
- Progression of development workstream of nurse retention plan
- Finalise leadership development offering and launch March 2022
- Creation and sharing of leadership and management development opportunities in the form of 'bite-size' on-line learning
- Mapping exercise with DHI to ensure alignment and consistency in leadership offerings and messages
- Secure recurrent funding for the e-rostering team.
- Recruit B3 Support Workers in Feb/Mar.

 Not started  On Track  At Risk  Off Track  Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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- Collaboration and engagement across Health, Social Care and partners
- Whole system pressures and COVID uncertainty
- Investment to support schemes

- Monthly progress meetings to identify any delays and identify contingency plans.

- None at present other than to note the risk in relation to WOD team capacity to deliver during current operational pressures.

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Overall Programme Report		
Programme Lead	Lianne Morse	Project Status
		
		Next Major Milestone:
		Official launch of plan and embedding it into sustainable position
Focus to Date:		Next Step Priorities:
<ul style="list-style-type: none"> Staff Recognition Awards shortlisting panels taken place 39 coachees confirmed from Ward Managers and Deputies for the coaching network, Winning temp procurement completed Employment Satisfaction Survey for newly qualified nurses sent out by text 7 Interns with learning disabilities commenced placements via Project Search. National Apprenticeship week held w/c 7/2/22 Finalising details of Digital Capability Framework (DCF) with HEIW working group. Evaluating capability statements and adding working examples, ready for publication of the framework CAV-CEHE website now approved comms team and slippage funded post to support website development has been filled. Content being mapped for March launch 231 overseas nurses have now achieved registration current cohorts of UHB management development programmes will end over the next 2 months. This will be followed by an evaluation to shape future provision. Medical Workforce Efficiency – e-job planning compliance over 80% Managed Locum Bank fill rate increased to 83%. People Analytics – ESR workforce Data for Nursing workforce now easily accessible through Sharepoint. Workforce Shape – Theatres have recruited 6x Band 4 Assistant Practitioners in training. District Nursing have secured funding to recruit & train 14x band 4 Assistant Practitioners in April 22. C&V are leading All Wales on the development of B4 AP roles in Mental Health services. 		<ul style="list-style-type: none"> Set up coaching peer supervision for those joining the coaching network Implement actions identified from HIT research e.g. pilot of schwartz rounds and medTRiM; staff room refurbishments, hydration stations Workshop for Temporary Staffing Department to be held in March Nurse recruitment events in Bristol and Birmingham Change of focus from transactional to inclusive recruitment Identify pilot group to engage with the DCF, focusing on engaging with a diverse range of users both in terms of digital capabilities and areas of the workforce. Establish Interprofessional Clinical Education Group and agree TOR Academy leads to instigate scoping work and identify key stakeholders to support academy development Launch Senior Leadership Programme comms 28th Feb 2022 for nominations Identification of key-speakers and bite-size learning / masterclasses Review CLIMB programme to ensure alignment and consistency in leadership offerings and messages. Also LIPS B4 AP – agree starting salary , e.g. Annex 21. Secure recurrent funding for the e-rostering team from May 2022. Recommence roll-out of HealthRoster for Nursing in March 2022. Remodel wards in 2022 – focusing on patient needs, skills required and opportunities for new/extended roles. <p></p>
Major Programme Risk:		Decision / Intervention required from Execs:
<ul style="list-style-type: none"> Staff ‘burnout’ leading to increase sickness, decreased engagement, more conflict Whole system pressures and COVID uncertainty Collaboration and engagement across Health, Social Care and partners 		<ul style="list-style-type: none"> None at present other than to note the risk in relation to WOD team capacity to deliver during current operational pressures.
Mitigating Action:		
<p>Monthly progress meetings to identify any delays and identify contingency plans.</p>		

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Overall Programme Report

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	embedding the Plan into sustainable position
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Focus to Date:	Next Step Priorities:
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<ul style="list-style-type: none"> Staff Recognition Awards invites and final preparations being made for the 8th April Procurement for coaching platform in progress Medical staff identified as pilot group for safespace stress survey Revised application form for Facilities roles developed. Meetings held with Bank to restart and improve recruitment process – new advert going out within week. Also poster campaign to attract more Cardiff Students. 98 of the 135 overseas nurses have been appointed (73%) six weeks into the 10 weeks of interviews. Contact made with Wallich, an organisation supporting the homeless and Shelter Cymru to support their clients into employment. Promoted MSc in Digital Transformation: approx. 8 direct enquiries via email/Teams. Awaiting confirmation of places awarded from USW. Promoted MSc in Digital Transformation: approx. 8 direct enquiries via email/Teams. Awaiting confirmation of places awarded from USW. Urgent improvement plan and safety notice put place in response to concerns raised by Cardiff University Student Nurses Nurse education funding priorities being reviewed, particularly re: leadership and management provision in order to release funding to support the development of the nursing career development programme, Completion of Management Essentials and First Steps to Management Programmes E-Rostering - roll-out recommenced on 28/02/22, 12.5hr wards will be completed by Sept 22. Self billing has gone live. ESRGO still problematic but will not stop roll-out. Accessible Data – Sharepoint site under development, go live April 22. 	<ul style="list-style-type: none"> Communications to be arranged for implementation of the engagement tool – winning temp Reviewing the approach to Team Development Contact appropriate agencies to assist with employment of Ukrainians who have recently had to flee their country Workshop for Temporary Staffing Department arranged for 7 April to focus on customer service Phase in HCSW recruitment to TSD from Nursing Hub Meet with digital leads to assess training needs and co-ordinate expansion of training group. Develop training materials to support staff with enhancing their digital capabilities. Launch of shift management programme by 31/05/21 Relaunch of Practice Development Nurse Forum 4/04/22 and Nursing and Midwifery Education Subgroup by 15/05/22 Cascade Leadership Programme information through Staff Networks and support applications from under-represented groups Succession planning and talent management information received – review of materials in April 2022 Secure recurrent funding for the e-rostering team from May 2022. Draft proposal in April to procure & implement an e-rostering system for Medical & Dental staff. Produce training guides, online learning to build capability of managers using ESR.
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● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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<ul style="list-style-type: none"> Staff 'burnout' leading to increase sickness, decreased engagement, more conflict Whole system pressures and COVID uncertainty Securing funding for Overseas Nurse's programme facilitators and Healthroster 	<p>Monthly progress meetings to identify any delays and identify contingency plans.</p>	<ul style="list-style-type: none"> Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. Prioritise the decision on e-rostering business case that was presented to BCAG in November 2021.
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Overall Programme Report

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Focus to Date:	Next Step Priorities:
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- Staff Recognition Awards invites and final preparations being made for the 8th April
- Procurement for coaching platform in progress
- Medical staff identified as pilot group for safespace stress survey
- Revised application form for Facilities roles developed.
- Meetings held with Bank to restart and improve recruitment process – new advert going out within week. Also poster campaign to attract more Cardiff Students.
- 98 of the 135 overseas nurses have been appointed (73%) six weeks into the 10 weeks of interviews.
- Contact made with Wallich, an organisation supporting the homeless and Shelter Cymru to support their clients into employment.
- Promoted MSc in Digital Transformation: approx. 8 direct enquiries via email/Teams. Awaiting confirmation of places awarded from USW.
- Promoted MSc in Digital Transformation: approx. 8 direct enquiries via email/Teams. Awaiting confirmation of places awarded from USW.
- Urgent improvement plan and safety notice put place in response to concerns raised by Cardiff University Student Nurses
- Nurse education funding priorities being reviewed, particularly re: leadership and management provision in order to release funding to support the development of the nursing career development programme, Completion of Management Essentials and First Steps to Management Programmes
- E-Rostering - roll-out recommenced on 28/02/22, 12.5hr wards will be completed by Sept 22. Self billing has gone live. ESRGO still problematic but will not stop roll-out.
- Accessible Data – Sharepoint site under development, go live April 22.

- Communications to be arranged for implementation of the engagement tool – winning temp
- Reviewing the approach to Team Development
- Contact appropriate agencies to assist with employment of Ukrainians who have recently had to flee their country
- Workshop for Temporary Staffing Department arranged for 7 April to focus on customer service
- Phase in HCSW recruitment to TSD from Nursing Hub
- Meet with digital leads to assess training needs and co-ordinate expansion of training group.
- Develop training materials to support staff with enhancing their digital capabilities.
- Launch of shift management programme by 31/05/21
- Relaunch of Practice Development Nurse Forum 4/04/22 and Nursing and Midwifery Education Subgroup by 15/05/22
- Cascade Leadership Programme information through Staff Networks and support applications from under-represented groups
- Succession planning and talent management information received – review of materials in April 2022
- Secure recurrent funding for the e-rostering team from May 2022.
- Draft proposal in April to procure & implement an e-rostering system for Medical & Dental staff.
- Produce training guides, online learning to build capability of managers using ESR.

● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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- Staff ‘burnout’ leading to increase sickness, decreased engagement, more conflict
- Whole system pressures and COVID uncertainty
- Securing funding for Overseas Nurse’s programme facilitators and Healthroster

Monthly progress meetings to identify any delays and identify contingency plans.

- Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised.
- Prioritise the decision on e-rostering business case that was presented to BCAG in November 2021.

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Overall Programme Report

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Focus to Date: Next Step Priorities:

- PushFar awarded contract for the coaching/ mentoring platform
- Winning temp – planned launch 10th May – engagement and communications are planned
- Appointed 10 of the 12 applicants with learning disabilities or autism via Project Search. These will start their placements in September 22.
- Attended a very successful careers event at the Capitol Shopping Centre Cardiff. In excess of 100 people provided with advice.
- Development session held with Staff Bank team to focus on customer service and reinforce their impact on patient care.
- 91 job offers made and 59 of these have already started work with Facilities following our social media adverts and inter work events since February 22.
- MSc in Digital Transformation: 4 places awarded to CAV UHB staff for March 2022 start (1x Senior Nurse, 1x AHP, 1x DH&I and 1x I&I). Started promotion for September 2022 (part-funded) cohort.
- Met with digital leads to assess training needs of workforce, to inform the Office 365 Training Group sessions. So far, 4 sessions have been held and both attendance and feedback has been encouraging.
- Recurrent funding for the e-rostering team secured.
- HWODs aligned to Strategic Programmes.
- Contributed to the National Nursing Workforce Plan, work to continue for Nursing.
- Head of Strategic Workforce Planning job description written, to be advertised in May.
- Accessible data – SharePoint site to go live by the end of April.
- The Acceler8 Senior Leadership Programme launched in April 2022, after more than 200 enquiries, 12 people were successful in starting the programme.
- Following interest in the Acceler8 Senior Leadership Programme, the Collabor8 programme is now in development and will be launched Autumn 2022.
- A talent management organisational diagnostic has been undertaken with HEIW and WOD leads have embarked on a series of workshops to shape talent management at an All Wales level.

- Winning temp – working closely with the comms team to deliver key messages
- Burnout survey – preparing the system and comms for launch
- Change of focus from transactional to strategic recruitment
- Work with Careers Wales to re-start work experience for students.
- Write Overseas Nurse Accommodation paper for management Exec
- Mapping external and internal training offerings to meet the needs of staff with identified needs, to establish developmental pathways to enhance their digital skills.
- Advertise Head of Strategic Workforce Planning role.
- Advertise and appoint to permanent e-rostering roles.
- Draft proposal in May to procure & implement an e-rostering system for Medical & Dental staff.
- Delivery of Acceler8, Cohort 1 and open expressions of interest for Cohort 2
- Design of Collabor8 Leadership Programme
- Improvement programme to reinvigorate VBAs

● Not started
 ● On Track
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 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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| <ul style="list-style-type: none"> • Staff ‘burnout’ leading to increase sickness, decreased engagement, more conflict • Whole system pressures and COVID uncertainty • The quality of patient care/service provision will be compromised | <ul style="list-style-type: none"> • Monthly progress meetings to identify any delays and identify contingency plans. | <ul style="list-style-type: none"> • Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. |
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Focus to Date:	Next Step Priorities:
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- Wellbeing survey distributed to the wider medical workforce – closing date – 31st July 2022
- 30 Staff room refurbishments progressing with Estates colleagues
- Schwartz Round meetings held with interested areas
- 200 people participated at CAVUHB Careers Fair at Hilton Hotel, Cardiff on 04/05/22. 130 applications were received in total and 99 candidates successfully appointed. 2 more events planned for later in 2022
- TSD have recommended advertising HCSW vacancies. 132 applications were received in their most recent recruitment. 98 applications have been short listed and invited for interview
- Retention Plan has been finalised and will now be implemented across UHB.
- Flexible part-time undergraduate programmes are now available for Physiotherapy and Occupational therapy and HEIW funding has been provided to support one member of C&V staff for each programme.
- First cohort of the RCN cadets scheme will commence on 25/07/22
- Involved in CD&T digital transformation programme – this will support roll out of UHB wide framework
- Acceler8 Cohort 1; Module 4 completed at 4PI with support from Executive Director of Planning and Performance. Positive feedback to date from participants.
- Collabor8 programme is now in development, including engagement with interested individuals who did not get onto Acceler8. Programme will be launched in September 2022.
- VBA training continuing, focused and targeted support being offered to areas / managers requiring VBA to enable pay progression to ensure completed effectively
- E-Rostering – HealthRoster implemented in approx. 50 ward areas
- E-Rostering for Medics – initial procurement process complete, lots of providers expressing an interest
- Strategic Workforce Plan for Nursing – refreshed & re-submitted

- Final preparation for the staff recognition awards
- Develop guides and implement the coaching/ mentoring platform for existing relationships
- Inclusive inner wellness seminars to be delivered July; August; September
- Customer survey to be developed and implemented for TSD
- Present Overseas Nurse Accommodation paper at management Exec.
- Submit bid to Charitable Funds to develop careers videos.
- Work plan for multi-professional clinical education group
- Engaging in phase 2 of digital capability framework development with HEIW, to be rolled out across the UHB.
- Funding for overseas nurses programme team
- Improvement programme to reinvigorate VBAs
- Revisit Talent Management process / details with Executive Team, cascade.
- Engagement with identified areas to develop mentor network
- Coaching for Performance focused work with Aspiring Clinical Directors and Estates Team
- Complete HealthRoster roll out of 12.5hr wards by 30/09/22.
- Agree a rate card for M&D locums, ideally nationally but if not achievable locally.
- Extend Medacs contract for 24months – run M&D Staff Bank.
- Implement Recruitment Optimisation Process(RPO) to recruit permanently to difficult to fill roles, therefore reducing agency spend.

● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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- Medacs contract expires in Aug 22.
- Increased requests across CBs re leadership capability
- Risk to successful completion of Overseas Nurse's programme as funding for necessary facilitators required.
- Poor engagement caused by exhaustion / burnout

- Regular reporting to ED of P&C to identify any delays and identify contingency plans.

- Decision to extend the Medcas contract for the M&D Staff Bank – 24 months.
- Decision to implement the Recruitment Optimisation Process (RPO) via Medacs.
- Funding for International Nurse Recruitment Campaign.
- Decision on procuring an e-rostering system for M&D workforce.

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Overall Programme Report

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	embedding the Plan into sustainable position
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Focus to Date: Next Step Priorities:

- Inner Wellness Webinar (1 of 3) delivered, positive feedback and high attendance
- Anti-Racist Wales Action Plan for Welsh Government received, UHB plan development underway with support from One Voice Network
- Winning temp engagement app launched 18th July (initially for the Nursing workforce, inc. ODPs)
- Successful bid to UHB's Charitable Fund for almost £10k to develop career promotion videos
- Full funding has been provided to support 15 work experience placements with the Prince's Trust. These will commence in the Autumn.
- The recent recruitment campaign for HCSWs by the Temporary Staffing Department resulted in 98 being interviewed and 64 being appointed
- Developed a training library to support staff in the use of Microsoft 365 applications
- Phase 2 steering group for All Wales DCF is now underway to refine and shape the implementation and development of Digital Capabilities Framework
- Band 6 HEIW funded HCSW development post to support therapies and support services advertised
- Procurement issues related to the CAV Centre of Excellence for Health Education Website now resolved and phase 1 development underway
- VBA process and training has been adapted to enable and support managers and their teams easily upload date of completion. Shortened VBA form provided, designed with input from TUs.
- Manager as Coach Training to be provided for CDs and discussions taking place re positioning for CEF.
- Agreement secured to progress with procurement tendering process for an e-rostering system for M&D workforce.
- Agreement in principle to continue with Medacs contract for M&D Staff Bank (BCAG approval required)
- Recruitment Optimisation Process (RPO) agreed in principle for 'hard to fill' M&D vacancies. (BCAG approval required for completeness)

- Arrange coaching peer supervision training
- Establish schwartz rounds steering group
- Winning temp – monitor uptake and communicate results
- Nurse Recruitment events in Bristol and Birmingham
- Work with Careers Wales to re-start work experience for students.
- Employment Satisfaction Survey for newly qualified staff has concluded with 22% response rate. Findings are now being reviewed and discussed at Nurse Retention Group
- Collate resources into learning pathways aligned to the DCF.
- Launch of multi-professional clinical education group
- Funding for overseas nurses programme team
- Finalise Collabor8 Leadership Programme
- Delivery of Coaching for Performance focused work with Aspiring Clinical Directors and Estates Team
- HealthRoster for CEF project plan, timescales, etc.
- Programme Board & workstreams to be established to accelerate P&C plan – reduce high cost agency workers
- Accelerate review workforce models/skill mix changes – ward areas.

● Not started
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Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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- Medacs contract expires in Aug 22.
- Increased requests across CBs re leadership capability
- Risk to successful completion of Internationals Nurse's programme as funding for necessary facilitators required.
- Poor engagement caused by exhaustion / burnout

- Regular reporting to ED of P&C to identify any delays and identify contingency plans.

- BCAG approval extend the Medacs contract for the M&D Staff Bank – 24 months & RPO.
- Funding for International Nurse Recruitment Campaign.
- Please note the increased requests for 'OD intervention' across Clinical Boards, often linked to leadership / management capability

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Focus to Date:	Next Step Priorities:
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| <ul style="list-style-type: none"> • Medical Workforce Wellbeing survey closed, analysis in progress (378 responses received) • Winning temp – currently 11% participation, index of 6.4 (7.5 overall desired index) • Financial Wellbeing task and finish group established. • Phlebotomy, ODP, HR, Apprenticeships, Dietetic Assistant, Catering & Housekeeping Promotional videos agreed • Monthly adverts for bank in place (first week of month) • 6 out of 7 Project Search Interns have now been offered employment at CAVUHB • Second development phases underway on All Wales DCF (Digital Capabilities Framework), focusing on engagement with Nursing and Mental Health workforces. • review of ILA MSc Digital Transformation offering based on CAV participant feedback. • First cohort of RCN cadet’s have joined the UHB. • UHB led collaborative review of the All Wales Practice Learning framework underway 6 months post implementation. Significant challenges around agreeing national approach to some skills • UHB led Assistant Practitioner (Nursing) Governance Framework now going through approval processes via national groups. • Acceler8 Cohort 1; Module 6 completed. Delegates preparing for final Module 7, includes presentation. • Draft programme for Collabor8 complete, working with key stakeholders (I&I; Change Hub). Programme will be launched, including seeking nominations, in September 2022. • Shortened VBA form cascaded, includes ESR upload instructions. • M&D Staff Bank contract extended for 12 months. • HealthRoster for CEF project plan, timescales, etc. • Increase Community Capacity - T&Cs mapping exercise for Care Workers commenced to include Health, LA and independent providers. | <ul style="list-style-type: none"> • Wellbeing Retreats evaluation and MDT developments • Establish schwartz rounds steering group and identify clinical leads • Winning temp – analysis and communication of initial themes / messages • Afghan & Ukrainian Refugees Recruitment Event • Present Overseas Nurse Accommodation paper at management Exec. • Find suitable placements for Prince’s Trust work experience placements • Continue to populate the Microsoft 365 training library based on questions raised by staff, feedback from a questionnaire to assess digital skills and the release of new support resources. • Develop resources pathways that take staff through the different levels of the DCF • Launch of multi-professional clinical education group • Funding for overseas nurses programme team • Academy of learning (Support Services) workstream • Evaluation of Acceler8, Cohort 1 • Delivery of Coaching for Performance focused work with Aspiring Clinical Directors and Estates Team • Number of team development days scheduled for Sept 22, e.g. finance; health charity; people services; PCIC • Develop programme board for improving quality through workforce efficiencies. • Accelerate review workforce models/skill mix changes – ward areas. • Accelerate new roles, e.g. B4 Assistant Practitioner for ward areas |
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● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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|---|---|---|
| <ul style="list-style-type: none"> • Central Funding for e-job planning and e-rostering systems • Increased requests across CBs re leadership capability • Risk to successful completion of Internationals Nurse’s programme as funding for necessary facilitators required. • Poor engagement caused by exhaustion / burnout | <ul style="list-style-type: none"> • Regular reporting to ED of P&C to identify any delays and identify contingency plans. | <ul style="list-style-type: none"> • Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. • Funding for International Nurse Recruitment Campaign. • Please note the increased requests for ‘OD intervention’ across Clinical Boards, often linked to leadership / management capability |
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Focus to Date:	Next Step Priorities:
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- identifying workforce and OD priorities with LA colleagues. Opportunities within Vale Alliance to be explored
- Increased requests re Team Development; Cultural Survey Work; Support with MES follow-up engagement; Coaching for Senior Leaders
- Anti-Racist Wales Action Plan for Welsh Government received, Board Development planning in progress
- 9 Exit Interviews conducted in EU following an increase in turnover. Information currently being collated for CB
- The Temporary Staffing Department continue to diversify the professions employed on the bank and have recently appointed 7 Dental Nurses and recent advert have generated 67 applications for a variety of Lab support posts and 1 pharmacist.
- 10 new apprentices started in September including 5 Building Service Engineers taking the overall total to 34 Apprenticeships across the UHB.
- Conducting and documenting a department level digital transformation project to act as a model for wider roll out
- Working with Therapies and the Microsoft 365 Centre of Excellence, to identify and develop ways to automate processes. - anticipated that it will be possible to create a library of automations that can be adopted across the UHB
- Multi-professional Clinical Education Group (MCEG) has launched and Nursing and Midwifery Education Subgroup (NMES) has re-launched, both will support the development of the Academy of Clinical Education.
- New enhanced 3 week long HCSW induction programme to support recruitment for winter pressures.
- First cohort of ACCELER8 participants have now completed the programme. The second cohort will begin next week, featuring 18 senior leaders from across the UHB.
- Final Inner Wellness Webinars taking place this week. Feedback to date has been positive, with a number of participants enquiring about what's next.

- Establish the infrastructure to support and develop Peer Support Worker (with lived experience) role
- Continue to embed the Physician Associate role while reinforcing the infrastructure
- Arrange coaching peer supervision training – dates being finalised
- MedTRiM training and implementation
- Wellbeing Strategy and Framework development
- Work with Careers Wales to re-start work experience for students.
- Employment Satisfaction Survey for newly qualified staff has concluded with 22% response rate. Findings are now being reviewed and discussed at Nurse Retention Group.
- Continue to populate the Microsoft 365 training library based on questions raised by staff, feedback from a questionnaire to assess digital skills and the release of new support resources.
- Funding for overseas nurses programme team
- Academy of learning (Support Services) workstream
- Roll out of Compassionate Leadership module, designed in conjunction with Prof. M. West is underway. Involved in the initial group reviewing their resources prior to launch. Anticipating that these can be integrated into L&M programmes either directly or through signposting
- COLLABOR8 programme will commence October 2022.
- Manager as Coach training for CD's dates have been finalised, with 2 cohorts due to run during October and November.

● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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|---|---|--|
| <ul style="list-style-type: none"> Increased requests across CBs re leadership capability Risk to successful completion of Internationals Nurse's programme as funding for necessary facilitators required. Poor engagement caused by exhaustion / burnout | <ul style="list-style-type: none"> Regular reporting to ED of P&C to identify any delays and identify contingency plans. | <ul style="list-style-type: none"> Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. Funding for International Nurse Recruitment Campaign. Please note the increased requests for 'OD intervention' across Clinical Boards, often linked to leadership / management capability Recognition of the risks and to take into consideration capacity to deliver due to limited resource |
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Exec Summary: To meet our populations health and care needs effectively we are completely dependant on our workforce. We want to be a great place to train, work and live, with inclusion, wellbeing and development at the heart of everything we do. This plan is our opportunity to improve the experience of staff, ensure the improvements we have made over recent years continue, and confront the challenges which have arisen as a result of the pandemic and subsequent recovery period.

Overall Programme Report

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	embedding the Plan into sustainable position
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Focus to Date: Next Step Priorities:

- Financial Wellbeing and Cost of Living Support-task & finish group established. Bespoke financial wellbeing webpages developed for staff on the Sharepoint site.
- Inner Wellness webinars concluded in September (470 attendees) and 5 wellbeing retreats have taken place since July 2022 with 47 individuals from medical workforce.
- Winning Temp Platform has had 887 responding users, giving a participation rate of 13% over the past 3 months. Highest scoring areas of engagement include Team Spirit, Self-Leadership and Commitment; lowest scoring areas include Work Situation, Job Satisfaction and Sustainability.
- Further 4 Widening Access events with schools held to promote NHS careers. This takes the total to 43 since Feb 22.
- During September to November, the UHB will have 44 Overseas Nurses and around 190 newly qualified nurses start employment with the UHB.
- 6 Project Search Interns obtained permanent roles following completion of their course. 51 Kickstarter have now secured permanent employment since the launch of the scheme.
- Implemented the new recruitment modernisation process and digital ID checks to facilitate shorter times to recruit new staff
- initial engagement with Centre for Digital Public Services to scope out training offerings for staff aligned to the DCF.
- Funding secured from HEIW for a six-month 8a Practice Learning Lead. This role will help improve the nursing and midwifery student experience and enhance placement learning.
- First cohort of Assistant Practitioners in Peri-Operative Care have completed their Level 4 qualification and will now move into the Band 4 Assistant Practitioner role.
- Acceler8 Cohort 1 was completed and evaluated positively - members have now joined the Leadership Alumni with Climb Delegates. Cohort 2 commenced.
- There has been a marked improvement in the way Managers/Leaders are utilising data to make informed decisions and improvement trajectories.

- Analysis of the Winning Temp data, Wellbeing Survey and the SMSC Survey is taking place in October 2022 to triangulate the findings, identify themes and make recommendations. Individual analysis of the different engagement mechanisms being used to work around retention and wellbeing.
- MedTRiM Practitioner Training to start with over 70 people signed up to develop their peer support skills.
- Two clinical leads for Schwartz Rounds have been nominated, the final lead will be confirmed in October followed by establishing training dates for the Leads and Steering Group.
- The Workforce Hub has been re-introduced to identify and recruit the staffing resource required to open the additional winter capacity.
- Major focus on Recruitment and retention initiatives to support the 'Main Effort.
- Liaising with IM&T to work with stakeholders to develop training approaches to enable the workforce to utilise digital technology: shifting the focus from learning the tool, focusing on ways to develop skills that will enable the workforce to be more adaptable when new technology is adopted.
- Collabor8 leadership programme will commence in October 2022. This provides a stepped approach to leadership development by providing the step before the Acceler8 Senior Leadership Programme.
- Series of leadership and management masterclasses / bite size sessions being developed to support the need identified over Winter.
- The People Analytics team are working with managers to improve the accuracy of data in ESR, next month ESRGO will be added to the HealthRoster system which will drive the accuracy of data in ESR.
- Safe Care will be live from December 2022 in four pilot areas across the UHB. The e-rostering team will be working closely with the Senior Nurse Lead to ensure staff in these areas are appropriately trained and supported.
- Programme of work to improve the capture of equality and welsh language data in ESR.

Major Programme Risk: Mitigating Action: Decision / Intervention required from Execs:


- Risk to successful completion of Internationals Nurse's programme as funding for necessary facilitators required.
- Poor engagement caused by exhaustion / burnout.

- Regular reporting to ED of P&C to identify any delays and identify contingency plans.

- Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised.
- Funding for International Nurse Recruitment Campaign.
- Please note the increased requests for 'OD intervention' across Clinical Boards, often linked to leadership / management capability
- Recognition of the risks and to take into consideration capacity to deliver due to limited resource compared to ask. Prioritisation will have to take place.

Exec Summary: To meet our populations health and care needs effectively we are completely dependant on our workforce. We want to be a great place to train, work and live, with inclusion, wellbeing and development at the heart of everything we do. This plan is our opportunity to improve the experience of staff, ensure the improvements we have made over recent years continue, and confront the challenges which have arisen as a result of the pandemic and subsequent recovery period.

Overall Programme Report

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	embedding the Plan into sustainable position
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Focus to Date: Next Step Priorities:

- Cost of living web-pages for staff have been developed which includes signposting to MoneyHelper, an advice and guidance provider recommended by Welsh Government. Cost of Living Roadshows held across sites during November 2022.
- Staff Wellbeing Framework development has commenced with a benchmarking exercise and collaboration with TU Partners. Options will be considered by the Strategic Wellbeing Group in December 2022.
- positions were fast tracked by People Resourcing to enable faster recruitment to departments such as Facilities, Catering, Finance, and Temporary Staffing
- A revised Exit Questionnaire and new process for submissions has been developed.
- Skill mix for additional winter capacity has been identified and posts are being advertised.
- Undertaking Open Your Eyes Week in collaboration with Cardiff Commitment by delivering presentation to 103 school classes (3000 pupils) virtually to increase NHS awareness to school ages
- Further development of a training library to support staff in the use of Microsoft 365 applications. Groundwork has been set up to facilitate the ability for people to contribute short videos, showcasing some of the ways they're using Microsoft 365 tools to overcome issues they're facing in the work place.
- Extended HCSW induction programme launched which will support mass recruitment
- Series of leadership and management masterclasses / bite size sessions being developed to support the need identified over Winter
- Safe Care will be live from December 2022 in four pilot areas across the UHB. The e-rostering team will be working closely with the Senior Nurse Lead to ensure staff in these areas are appropriately trained and supported.
- There has been a marked improvement in the way Managers/Leaders are utilising data to make informed decisions and improvement trajectories.
- The People Analytics team are working with managers to improve the accuracy of data in ESR, this month ESRGO is being added to the HealthRoster system which will drive the accuracy of data in ESR.

Over the winter months focus will be focusing on the 'Main Effort' and the P&C team aligned to 4 key priorities: Wellbeing (including cost of living support); Recruitment; Retention; and Workforce Planning

Microsoft 365 accounts for staff – more and more services are being rolled out that require this, but progress is still (seemingly) slow. This is becoming even more vital, considering the volume of communications that are sent out to staff that is reliant on them having access to a Microsoft 365 account.

● Not started
 ● On Track
 ● At Risk
 ● Off Track
 ● Complete

Major Programme Risk:	Mitigating Action:	Decision / Intervention required from Execs:
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| <ul style="list-style-type: none"> • Poor engagement caused by exhaustion / burnout. | <ul style="list-style-type: none"> • Regular reporting to ED of P&C to identify any delays and identify contingency plans. | <ul style="list-style-type: none"> • Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. • Please note the increased requests for 'OD intervention' across Clinical Boards, often linked to leadership / management capability |
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Exec Summary: To meet our populations health and care needs effectively we are completely dependant on our workforce. We want to be a great place to train, work and live, with inclusion, wellbeing and development at the heart of everything we do. This plan is our opportunity to improve the experience of staff, ensure the improvements we have made over recent years continue, and confront the challenges which have arisen as a result of the pandemic and subsequent recovery period.

Overall Programme Report

Programme Lead	Lianne Morse	Project Status		Next Major Milestone:	embedding the Plan into sustainable position
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Focus to Date: Next Step Priorities:

- A series of People and Culture Roadshows were held across the UHB during Talk Money Week' and a number of training sessions/presentations around financial wellbeing have been held
- Continuation and enhancement of Employee Wellbeing Service online and on-site support
- Skill mix required for additional winter capacity has been advertised and interviews and appointments are ongoing. These are monitored and updated weekly at Workforce Hub meeting
- Trac modernisation has been implemented successfully which will reduce the appointment to start times.
- Occupational Health are continuing to process all Pre-employment Health Declarations as a priority and are processing 600-700 forms per month
- Focussed work is currently taking place within EU/AU to maximise impact. Interventions include: exit questionnaire development and analysis, OD programme of work, continuation of the wellbeing programme for EU staff, drop in sessions for staff held in partnership wit TU representatives, increased senior leadership visibility including Executive visits, and support for the Clinical Board to create an action plan.
- Anti-Racist Wales Action Plan for Welsh Government received, Board Development planning in progress
- 21 HCSW started the flexible pre-registration nursing programme in September, our highest cohort to date.
- Culture and Leadership Programme focussing on cultural assessment to identify good practice and areas for improvement is being trialled in ALAS prior to roll out as part of the wider retention toolkit.
- Enhancement of Leadership and Management Development offer and continuation of programmes and development sessions
- Engaging with the Clinical Boards to develop a baseline summary of nursing workforce data with a view to understanding the current nursing position and the challenges and opportunities for change
- E-Rostering Team appointed and are accelerating Nursing roll-out
- A campaign to improve our workforce data around Equality and Welsh language skills is underway to enable us to we understand the diversity of representation at all levels and our organisational Welsh language skills

Over the winter months focus is on the 'Main Effort' and the P&C team aligned to 4 key priorities: Wellbeing; including cost of living support); Recruitment; Retention and Workforce Planning

Review key deliverables and milestones to help evidence progress towards overarching objectives
Winning temp – analysing and sharing results
Development of a work and wellbeing passport to work in collaboration with the managing attendance at work policy.

Two new programmes are under development to support the 'grow our own' approach. These focus on 'Return to Registration' to support nurses to regain NMC registration via the NMC Test of Competence rather than a HEI return to practice programme and 'Novice to Nurse' to develop HCSW to Registered Nurse Development of Leadership and Management Masterclasses to support retention and wellbeing priorities Establish coaching capacity and process for requesting coaching / signposting to coaching providers. Plans to accelerate training for Safe Care, aim to complete by March

Not started On Track At Risk Off Track Complete

Major Programme Risk: Mitigating Action: Decision / Intervention required from Execs:

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| <ul style="list-style-type: none"> • Poor engagement caused by exhaustion / burnout. • Capacity and dedicated skills/resource to support workforce planning and dev. Of new roles • Limited focus on long term workforce planning to build sustainable workforce models • Central Funding for e-job planning system and e-rostering | <ul style="list-style-type: none"> • Regular reporting to ED of P&C to identify any delays and identify contingency plans. • Workforce planning training to be developed in 2023 to improve knowledge and capability | <ul style="list-style-type: none"> • Support from Execs to provide all staff with NADEX and Office 365 accounts, once full details of costings have been raised. • Please note the increased requests for 'OD intervention' across Clinical Boards, often linked to leadership / management capability. |
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