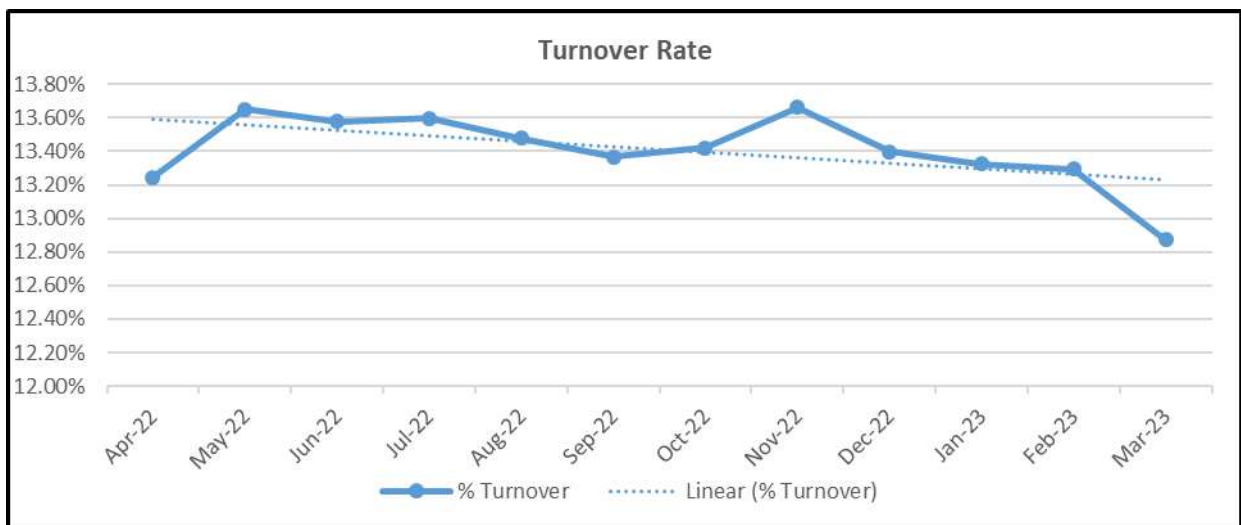


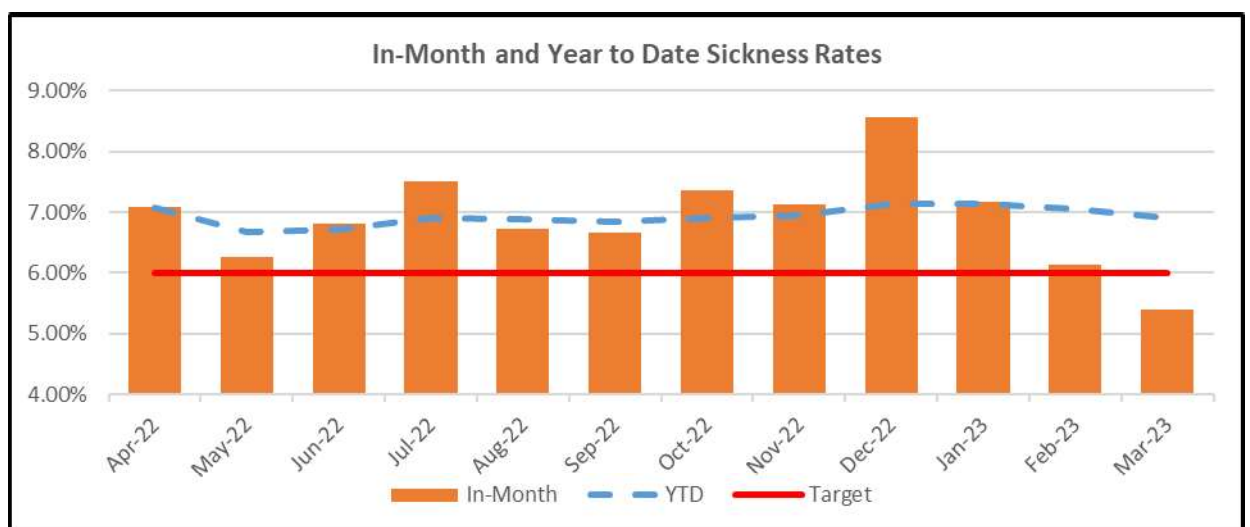
PEOPLE/WORKFORCE

The Executive Director of People and Culture provides regular workforce metrics updates to the Board and an overview report demonstrating progress with the People & Culture Plan.

- **Turnover** rate trend is downwards since Apr-22; the rates have fallen from 13.66% in Nov-22 (the highest rate of turnover in the past 12 months) to 12.87% in Mar-23 UHB wide. This is a net 0.79% decrease, which equates roughly to 109 WTE fewer leavers. The top 5 reasons recorded for leaving are; 'Voluntary Resignation - Other/Not Known', 'Retirement Age', 'Voluntary Resignation – Relocation', 'Voluntary Resignation - Promotion' and 'Voluntary Resignation – Work Life Balance'



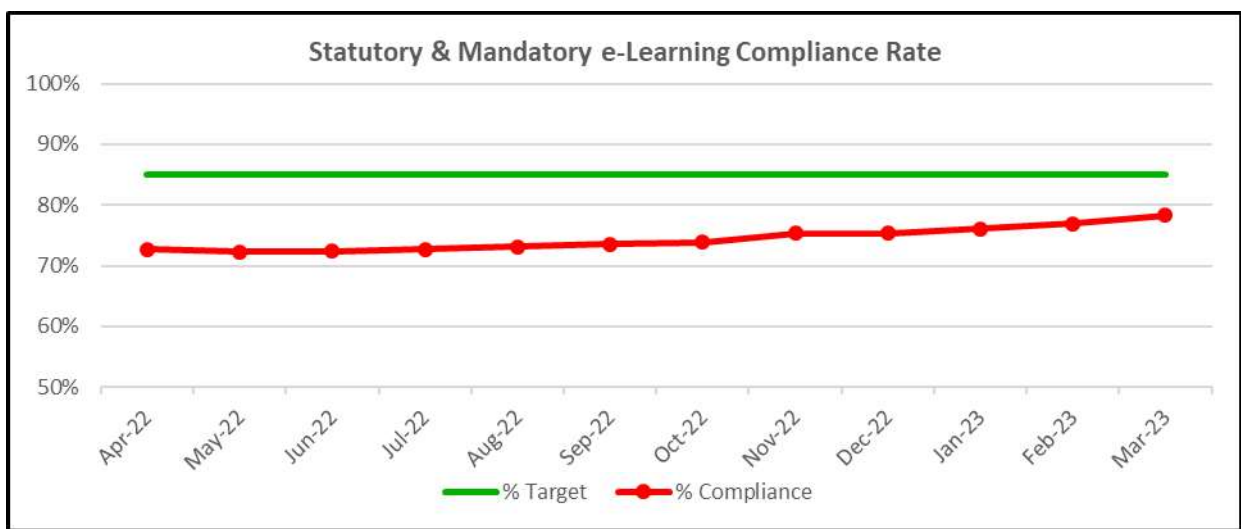
- **Sickness Absence** rates remain high; although the rates appear to be the falling to more 'normal' levels. The monthly sickness rate for March 2023 was 5.40% and February 2023 was 6.13%, after an all-time high of 8.56% for December 2023. The cumulative rate has fallen over the past 3 months to 6.90% (marginally lower than for March 2022, which was 6.92%). This figure is derived from absence since April.



The top 5 reasons for absence for the past 12 months are; 'Anxiety/stress/depression/other psychiatric illnesses', 'Cold, Cough, Flu – Influenza', 'Chest & respiratory problems', 'Other musculoskeletal problems' and 'Gastrointestinal Problems'

The number of staff on long term sick leave suffering where the absence reason has been identified as 'Anxiety/stress/depression/other psychiatric illnesses' has risen slightly. On 31/03/22 there was 284 and as at 31/03/23 there were 295 (an increase of 11 – 3.87%). There are 89 staff on long term absence where Covid-19 has been identified as a Related Reason.

- The **Statutory and Mandatory** training compliance rate has risen, to 78.26% for March, 6.72% below the overall target.

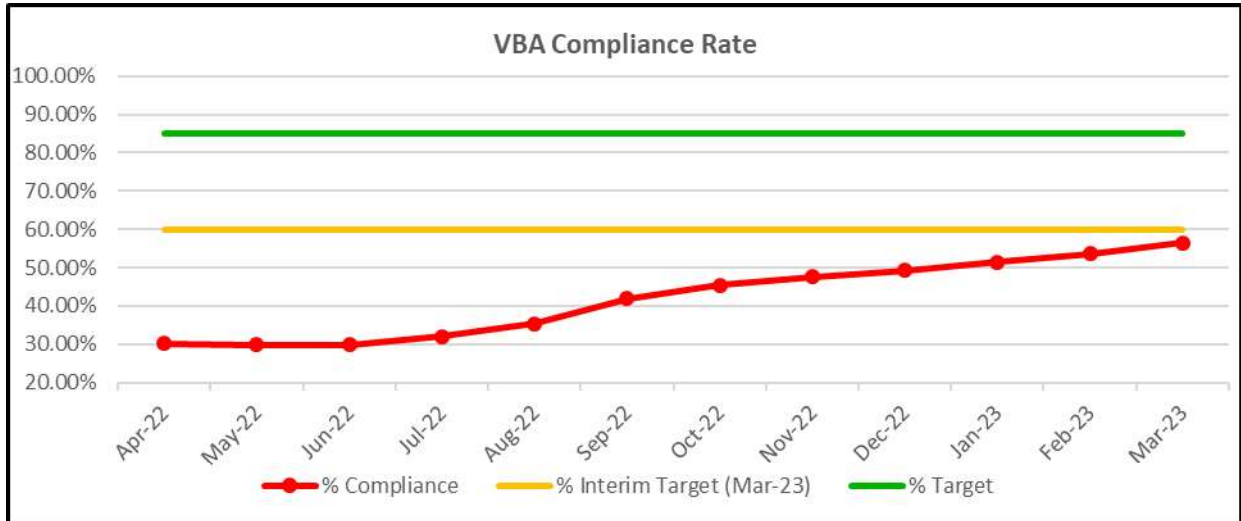


- Compliance with **Fire** training has also risen during March, to 71.53%.



- The trend of the rate of compliance with **Values Based Appraisal** has risen over the last 9 months; the compliance at March 2023 was 56.40%. Clinical Boards had been

set an improvement target of 60% by the end of March 23, then 85% by the end of June 2023. Capital, Estates & Facilities (79.88%) Clinical Diagnostics & Therapeutics (67.76%) and PCIC (63.31%) exceeded the 60% transitory target, and Children & Women's reached 59.81%.



Appendix 1 - Workforce Key Performance metrics dashboard for March 2022.

People & Culture Team Activity Highlights: -

The **rollout and implementation of HealthRoster** is on track.

271 - Total Areas

155 Areas live

116 left to implement by September 2023

4453 Staff actively being rostered through HealthRoster (including self-booking Bank shifts)

Areas which are now fully Live include:

- UHW & UHL Wards
- Critical Care
- Emergency Dept & Assessment Unit
- Maternity
- Theatres
- District Nurses
- Mental Health – due to be implemented June 2023
- Facilities – Live using Bank Only – Due for full system install by December 2023

Monthly Roster Scrutiny Meetings are scheduled to be held with each area where rollout has taken place to look at Unused Hours, Roster sign-off and unfinalised Shifts

SafeCare is now operational in 54 areas, including 46 of the 25B wards (as set out in the Nurse Staffing Act). This has been completed ahead of the All-Wales requirement to have implemented SafeCare in section 25B wards by November 2023.

There has been a marked improvement in the number of **staff returning to work following intervention by the Employee Wellbeing Service**

	Number of Referrals Received	Off work at time of referral	Off work at time of discharge	Number returned
2019	583	147	99	48
2020	601	159	66	93
2021	647	173	77	96
2022 (Apr-Nov)	585	122	23	99
	Average Less Staff Off Work			83

Throughout 2019-2022, Nursing and Midwifery has the highest number of referrals (26-37% of all referrals). This is closely followed by Admin and Clerical, and Additional Clinical Services, ranging between 16-22%.

Provision of EWS support for people to return to work / stay in work in these areas would have a significant saving with regards to agency, bank and overtime costs.

The current rate of people remaining off work at time of discharge by EWS is **4% - reduced from 17% in 2019**.

Two cohorts of **Strategic Workforce Planning training** took place in March 2023 with 23 leaders from Nursing, Allied Health Professionals and Management attending. The same cohort will complete a second session in April 2023 with a focus on scenarios and practical application of the All Wales Six Step workforce planning methodology.

The purpose of the training is to upskill as many leaders as possible in the methodology to:

- Develop an understanding of strategic workforce planning
- Identify the benefits of effective workforce planning
- Introduce the Six Steps methodology
- Identify useful workforce planning tools and resources
- Learn how to identify future workforce requirements
- Highlight workforce transformation opportunities

Feedback has been largely positive, with some adjustments being made as part of the evaluation process to ensure the training meets the needs of the organisation. Further updates will be made after session 2 with a plan to roll out the training to other managers later in the year.

Wagestream is a financial wellbeing programme which aims to support financial resilience. It provides employees with access to financial education and coaching along with the ability to save up to £1,000 a year directly from their salary. It also enables staff to track and instantly access a percentage of earned wages when they need to, before the scheduled monthly pay-day.

SLB agreed to implement Wagestream as an employee offer on 6 April 2023. It will sit alongside other interventions already in place to support employees through the cost-of-living crisis, including Financial Wellbeing Roadshows, promotion of staff benefits through the development of SharePoint pages, and cost of living workshops and education accessed via Money and Pensions Service, Stop Loan Sharks Wales, and the Credit Union.

Wagestream is registered with the Financial Conduct Authority (FCA) and backed by foundations such as the Joseph Rowntree Foundation, whose mission is to effect social change and solve UK poverty.

Key points to note include:

- Staff who are rostered through HealthRoster can access 60% of additional hours worked, e.g. bank, overtime throughout the month. This is limited to 4 transactions per month

- There is no cost to the UHB. Staff members will be charged £1.75 per transaction
- Implementation will take approximately 8 weeks
- The anticipated benefits include improvements to supply, quality and retention as well as supporting staff with the cost of living