

**Cyflwynwyd yr ymateb i ymgynghoriad y [Pwyllgor Iechyd a Gofal Cymdeithasol](#)
ar y [gweithlu Iechyd a Gofal Cymdeithasol](#)**

**This response was submitted to the [Health and Social Care](#)
[Committee](#) consultation on [Health and Social Care Workforce](#)**

HSC 17

**Ymateb gan: | Response from: Bwrdd Iechyd Prifysgol Caerdydd a'r Fro | Cardiff
and Vale University Health Board**

Cardiff & Vale University Health Board

**Response to Consultation: A Healthier Wales: our workforce strategy
for health and social care**

**1. Plans for implementation of A healthier Wales: our workforce strategy
for health and social care (published in October 2020), including
progress made to date and whether delivery is on track for 2030.**

As a Health Board we feel we have made excellent progress on the implementation of 'A Healthier Wales: our workforce strategy for health and social care', despite the current operational challenges we are facing on a daily basis. We have used the seven themes within the strategy to inform our People and Culture Plan. We are confident that we will achieve the ambition by 2030 to have a motivated, engaged and valued Health and Social Care Workforce with the capacity, competence and confidence to meet the needs of the people of Wales.

The summary below, outlines some of the work that has been progressed over the last few months and what we have in place to provide assurance.

Theme 1 - An Engaged, motivated and Healthy Workforce

- The Health Board are delighted to have maintained the Platinum Corporate Health Standard following robust assessment, platinum is the highest award. The Corporate Health Standard is one of the Healthy Working Wales programmes and is the national mark of quality for health and well-being in the workplace. The Corporate Health Standard is a continuous journey of good practice and improvement, and journey of good practice and improvement, and it can be used as a tool to support the development of policies that promote the health and well-being of employees.
- Our Staff Engagement Strategic Framework has staff at the heart of its objectives ensuring as a Health Board we are engaging with staff and developing Cardiff & Vale University Health Board as a 'great place to work and learn'. A key priority is to increase the staff survey response rate and engagement score and to support the development of a more engaged workforce who can deliver the ten-year strategy 'Shaping our future Wellbeing'

- Listening to our staff – we have a number of well-established formal and informal channels that ensure that our staff are heard, listened to and actions are taken. These include, Local Partnership Forum (LPF), Workforce Partnership Group (WPG) and Local Negotiating Committee (LNC). These groups are replicated throughout the organisation within our Clinical/Service Boards. We also have Freedom to Speak Up/Raising Concerns procedure and other informal channels.
- The Health Board is committed to being a ‘Great Place to Work and Learn’. An important aspect of achieving this is the promotion and maintenance of the health and wellbeing of our staff. Our Health & Wellbeing Strategy demonstrates this commitment.

Theme 2 – Attraction, Recruitment and Retention

- The current climate has created a shortage of candidates with the right skills, abilities and experience in many professions which has created a more competitive market. The ability to deliver high quality, compassionate care is dependent on recruiting and retaining the right people with the right skills. This has become increasingly difficult. In addition to recruiting new people, the UHB needs to improve how it retains, manages and develops its existing workforce.

The UHB are in the process of establishing a Workforce Resourcing Team in order to have a whole systems approach to attract, recruit and retain staff. The following programmes of work will address our key challenges by improving our planning, our reputation, how we recruit and the types of roles we recruit.

Recruitment Effectiveness	Recruitment Experience	Brand and Reputation	Employee Retention
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We will recruit/appoint to our vacancies outlined in our workforce plan using a range of methods to source people with the right skills and experience.

- New role development programmes
- International Recruitment
- Targeted UK Recruitment Campaigns
- Internal Development and Succession Planning
- Apprenticeships and Graduate Schemes
- Agency and Temporary Staffing

Theme 3 - Seamless Workforce Models

- The delivery of health and social care to the population of Cardiff and the Vale of Glamorgan is completely dependent on our workforce. The future workforce will comprise of many of the same workforce we have today. However, we will need to move from focussing on 'more of the same', to building a new integrated, multi professional and multi-agency workforce by transforming traditional roles and ways of working to support our local population needs.

The Health Board has strategic programmes of work looking at:

- Shaping our Future Clinical Services
- Shaping our Future Hospital
- Shaping our Future Community Services/@Home
- Shaping our population health

All four programmes will require the transformation of the way we work by expanding existing roles, developing new roles and building skills and capability in areas that we have not done so before. These will be aligned to prudent healthcare principles and sustainable social services principles so that we harness the right skills, in the right number, at the right time, reducing duplication, waste and avoiding harm. We will also be embracing technology in delivering services so that access and geography are also not a barrier to meet the future population health and care needs but provide further opportunity for better access and efficiency.

All programmes are supported by senior Workforce & OD professionals and are aligned to the workforce strategy.

Theme 4 - Digitally Ready Workforce

- The Health Board's five-year strategy 'Delivering Digital - Building a learning health and care system' – has been produced to provide a clear roadmap for how digital technology will enable the transformation of clinical services described by the Health Board's overarching strategy, 'Shaping Our Future Well-being'.

High levels aim include: • Digital First for patients and carers • Digital First for staff. • Seamless information sharing across professional and organisational boundaries.

The pandemic has accelerated the use of digital, for example we now have a large proportionate of our workforce who have the technology and the equipment to work in an agile way, working from home has become the norm and technology has allowed us to be more efficient. Training and Development is no longer reliant on classroom training, the Health Board have moved towards a more blended learning approach, with a mixture of digital and face-to-face development.

Theme 5 - Excellent Education and Learning

- Education is a key priority in the UHB which has significantly escalated over the last 20 months. The Health Board has an educational infrastructure which is highly responsive to service needs and actively supports the delivery of the organisational strategy, associated workforce developments and service transformation. Education teams work flexibly to deliver education in line with workforce priorities. This has been well evidenced during the pandemic where the teams delivered a multitude of programmes to support the redeployment of staff, the delivery of new services and mass recruitment strategies. Education and workforce teams are working in close collaboration to ensure that education supports recruitment and retention strategies and enables a skilled and capable workforce. For example: the international nurse recruitment work stream and accompanying 'Overseas Nurses' Adaptation Programme', which has enabled 170 overseas nurses to join the UHB as registered nurses.

The Health Board is currently establishing a strategic multi-professional health care education group which will develop an organisational education strategy over the next 12 months. The strategy will aim to:

- Enable inter-professional and cross system learning opportunities;
- Foster an inclusive culture which: values the contribution and development needs of all staff groups; ensures an equitable approach to education provision and supports those who have additional learning needs.
- Develop creative and transformational approaches to education and development which will support: service transformation and workforce redesign; recruitment and retention activity; patient safety and staff wellbeing.

It is exciting times in Cardiff and Vale as work to redefine the educational infrastructure advances at pace. An overarching centre of excellence is planned which will host a number of academies, for example: the Cardiff and Vale UHB Academy of Clinical Education and the Academy of Leadership and Management. Each academy will create an education framework which will support workforce priorities and drive forward the vital education and development our workforce needs.

Theme 6 - Leadership and Succession

The Health Board is committed to growing our current and future leaders, through management and leadership programmes.

We are committed to providing development opportunities to staff at all levels. There are a number of offering for staff to choose from, all of which are linked to the development needs identified in their Values based Appraisal (VBA), these include:

- First Steps – a programme designed to support aspiring managers and those new in post, to equip them with an increased self-awareness and

understanding of their personal impact that will allow them to better empower their teams.

- Essential management – a programme designed to develop the skills of aspiring and existing middle leaders, giving them a deeper understanding of their role within the organisation and to allow them to further develop the essential skills that all managers need to effectively manage themselves, their teams and their resources.

Currently, we are redeveloping new and enhanced leadership programmes which aim to identify and grow leaders within the organisation, utilising innovative, improvement and evidence-based approaches to development and working closely with stakeholders, both internally and externally.. The role of coaching and mentoring within such an environment, and in the development of ‘authentic and compassionate’ leadership capability, should be considered within the context of establishing a ‘coaching culture’.

Effective talent and career development are necessary for the sustained motivation and retention of employees, no matter what their level in the organisation, and must be a key leadership consideration. The link between leadership and organisational performance, development and culture, and employee engagement is acknowledged. The embedding of the values-based appraisal process and adjoining succession planning is key to ensuring that we have the right staff in the right roles with the right skills, not only now, but also in the future planning.

Theme 7 - Workforce Supply and Shape

- There are significant shortages in some professions, services and skills. This has consequences for service delivery, quality of care, staff experience and escalating costs. The actions described in relation to the other themes will all have a positive impact on these gaps during the course of this strategy, moving towards a more sustainable position.

However, there is also a need for further workforce modernisation, new roles and extended skills, supported by the improvement of workforce intelligence and workforce planning skills. This includes the development of appropriate efficiency and productivity measures that help facilitate benchmarking and demonstrate value as our workforce shape continues to change.

The Health Board have set out its key objectives within their People and Culture Plan and is making progress towards achieving the key deliverables. For example:

- Shaping decisions about people and the workforce by using Workforce analytics;
- Shaping the workforce through Key Enablers: Apprenticeships, new ways of working, new roles and upskilling our current workforce;

- Developing strategic workforce planning capabilities across the organisation;
- Develop and implement workforce systems that drive efficiency and productivity measures that help facilitate benchmarking and demonstrate value as our workforce shape continues to change, e.g. Health Roster, E-job Planning, Managed Locum Bank, etc;
- Support Schemes that help with improving our economy such Kickstart – currently having 200 places in Cardiff and Vale

2. The alignment of the strategy and its implementation with other priorities and actions, including those identified in the Welsh Government’s Programme for Government for 2021-2026, and A Healthier Wales: our Plan for Health and Social Care (2018).

The workforce strategy is aligned with other key local and national strategies, it builds on the previous workforce strategy. The Health Board welcome the strategy and the focus on a whole system approach for health and social care.

3. The extent to which HEIW/SCW’s workforce strategy and broader work on workforce planning and the commissioning/delivery of education and training, will ensure that we have a health and social care workforce which is able to meet population health and care needs, and support new models of care and ways of working, including optimising the use of digital technology and the development of Welsh language services.

- The Health Board are working closely with HEIW to ensure that we are fully engaged, making valuable contributions and involved in decision making. Our education commissioning requirements are reported via the IMTP process, although it is disappointing when training providers are not able to train the number of professional required.
- We are keen to see the development of the Associate Nurse and Assistant Practitioner roles across Wales, this will allow us to appoint and develop staff into these roles which will bridge the gap between registered staff and support workers.
- The Health Board are keen to build its strategic workforce planning capabilities but at present there is no relevant training course offered within Wales. We would benefit from this training being developed at pace to allow Health Board professionals to gain this knowledge and understanding that they require to deliver this strategy. This training could be offered to both Health and Social Care and delivered in partnership, with a focus on a whole systems approach.
- Integrated working is proving challenging because of the differences in Health and Social Care Terms & Conditions. To create greater innovation,

flexibility and growth this barrier needs to be removed or an alternative solution sought.

- The Health Board is proactively engaged with the Welsh language legislation and currently implementing the standards

4. The mechanisms, indicators and data that will be used to measure progress in implementing the workforce strategy and evaluate its effectiveness.

The Health Board will measure progress against the strategy through the objectives and intentions set out in the People and Culture Plan. The Health Board also use KPI's to monitor performance as well as the national Staff Survey. Assurance will be provided through HSMB, Management Executive, Board, Strategy and Delivery Committee, as well as Local Partnership Forum.

5. Whether the financial and other resources allocated to implementation of the strategy are adequate.

The strategy is exciting, ambitious and challenging. To deliver all what is required by 2030 within existing resources will be difficult.

Additional funding to support implementation of the strategy would be welcomed to strengthen our Workforce & OD teams in fundamental areas such as, strategic workforce planning, change management, organisational development, workforce analytics and training & development.

A discrete resource for the widening access agenda would assist with new ways of thinking and drive change, giving opportunities to communities who do not feel the NHS is a career option.

6. The extent to which the strategy and its implementation are inclusive, reflect the needs/contribution of the whole workforce—for example, on the basis of profession, stage of career or protected characteristics—and also consider the role of unpaid carers and volunteers.

The Health Board has a well-established equality, diversity and inclusion team, strategy and plan. EDI is woven into every aspect of the People and Culture Plan and continues to be a top priority for our organisation. Every Executive Director within the Health Board lead on one of the protected characteristics with the ultimate aim of increasing the diversity of our workforce, providing a sense of belonging and ensuring we are seen as an inclusive employer.

The Corporate Nursing team continue to engage volunteers, as we recognise how valuable they are to our patients, staff and organisation.

7. Whether there are any specific areas within the strategy that would benefit from focused follow up work by the Committee.

- A solution for the professional and legal implications of integrating the health and social care workforce, for example indemnity, T&Cs, registration, etc.
- Workforce modelling, aligned to training numbers to show when the national shortage of registered Nurses will change.
- More emphasis on prudent healthcare and only doing what needs to be done. With the continued shortage of registered Nurses, could the committee look at reviewing the requirements set out in the Nurse Staffing Act. Ensuring that our wards are safe is a top priority but can we move away from the more traditional models of care, allowing wards to have both registrants, associate/assistant practitioners and support workers delivering care to our patients.