

**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 42

**Ymateb gan: | Response from: Bwrdd Iechyd Prifysgol Hywel Dda | Hywel
Dda University Health Board**





HYWEL DDA UNIVERSITY HEALTH BOARD'S WRITTEN EVIDENCE to the HEALTH AND SOCIAL CARE COMMITTEE

Date of Submission: 8 October 2021

1. Hywel Dda University Health Board (the Health Board) welcomes the opportunity to contribute to the Health and Social Care Committee's (the Committee) inquiry into the health and social care workforce.

About the Organisation

2. The Health Board is responsible for the health and well-being of its resident population and plans, provides and oversees delivery of NHS healthcare services for people in Carmarthenshire, Ceredigion, Pembrokeshire and its bordering counties. Our 11,000 members of staff provide primary, community, in-hospital, mental health and learning disabilities services for around 384,000 people across a quarter of the landmass of Wales. We do this in partnership with our three local authorities and public, private and third sector colleagues, including our volunteers.
3. The Committee has invited Health Boards in Wales to provide views in response to seven specific areas that reflect its application of *A healthier Wales: our workforce strategy for health and social care (October 2020)*.

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.

4. The Regional Partnership Board (known as the West Wales Care Partnership (WWCP)) is responsible for the delivery of three strategic transformation programmes, all of which are aligned to themes contained within both the Welsh Government's *Programme for Government for 2021-2026*, and *A healthier Wales: our workforce strategy for health and social care* (the national Workforce Strategy). Progress within these programmes is monitored in the regional steering group (A Healthier West Wales) and is overseen by the Regional Partnership Board.
5. The Regional Workforce Programme Board (RWPB) has commissioned four workstream groups that will support the delivery of the national Workforce Strategy and drive change across our communities. The work programme is also aligned with specific areas relating to the health and social care workforce identified in the Welsh Government's *Programme for Government for 2021-2026*:
 - Joint Apprenticeship Programme
 - Joint Workforce Planning
 - Joint Learning and Development Opportunities
 - Joint approach to Recruitment
6. Work is progressing across all four workstreams with priorities and key milestones identified. Progress to date is detailed in **Appendix A**.

7. The Health Board has set out its strategic intent for workforce in its *Workforce, Organisational Development and Education Strategy 2020-2030* (the Health Board's Workforce Strategy) that will help and support the delivery of its Health and Care Strategy: *A Healthier Mid & West Wales*.
8. The key objectives of the Health Board's Workforce Strategy are:
 - To support the delivery of the Health Board's strategic vision, purpose and objectives and continually improve the services delivered to our service users;
 - To create a culture where everyone is united around a shared vision and high levels of staff engagement are the norm;
 - Health Board values and behaviours live in everything we do and every change we plan;
 - To build capacity for innovation, learning and change;
 - To maximise the performance and wellbeing of individuals, teams and the whole organisation, aligning capacity and skills with future models of care;
 - To develop the reputation of the Health Board both as a place where service users want to receive healthcare and where people want to come and work, to be an employer of choice.
9. The plan applies to all Health Board staff and provides a clear framework of aspirations for its workforce. The three-year plan developed to deliver the Health Board's Workforce Strategy will be reviewed, refreshed and rolled forward each year as part of the Integrated Medium Term Plan (IMTP).
10. Underpinning these objectives are a number of specific and measurable Planning Objectives that will drive the delivery of the Health Board's Workforce Strategy. Where relevant, progress has been reported under each theme below.
11. It is acknowledged that the Health Board's Workforce Strategy is predominantly focused on health only, with a few exceptions. As we move forward, we will work closely with our Local Authority partners through the RWPB to identify, develop and deliver joint approaches to deliver its ambitions.
12. Progress against the Health Board's Workforce Strategy is reported below and can be found in the recent report presented to the Health Board's People, Organisational Development and Culture Committee on 19th August 2021:
<https://hduhb.nhs.wales/about-us/governance-arrangements/board-committees/people-organisational-development-and-culture-committee-podcc/podcc/people-organisational-development-and-culture-committee-meeting-19-august-2021/item-3-2-planning-objectives-update/>

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).

13. As provided in 4 above, the Regional Partnership Board is responsible for the delivery of three strategic transformation programmes, which are aligned to themes contained within both the Welsh Government's Programme for Government for 2021-2026, and the national Workforce Strategy. Progress within these programmes is monitored in the regional steering group and is overseen by the Regional Partnership Board.

14. The actions set out under the key themes of the national Workforce Strategy have been aligned with both Health Board and regional local authority workforce initiatives, objectives and gaps. A mapping exercise has been undertaken against the Health Board's Workforce Strategy in terms of the Health Board and RWPB workstreams
15. It is our intention to monitor progress on a monthly basis with the Health Board's Workforce Leadership Group, bi-monthly with the RWPB, and at the People, Organisational Development and Culture Sub Committee.

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 optimizing the use of digital technology and the development of Welsh language services.

16. Due to COVID-19 and Brexit, the impact of workforce shortages has been acutely felt across NHS Wales, and in West Wales, we would add specifically in relation to domiciliary and home care services. Greater parity between health and social care employment offers is urgently needed to support the health and social care employers to manage services effectively.
17. By reviewing services and the mapping of education and commissioning to identified need, we can see that our medical, registered workforce and pathways for the unregistered workforce are of concern. Due to a number of factors associated with workforce attrition, there is a significant deficit that will emerge in the next three to five years that will become increasingly difficult to manage the health and social care needs of the population locally and nationally.
18. The Health Board is commencing work locally to bring together workforce planning intelligence; this is not without its challenges in terms of access to data and capacity to respond. Commissioning based on need is essential, as it is evident that the gap between these is ever growing with some supply only reaching 50% of requirement. The flexibility to develop professionals locally via 'grow our own' is essential.
19. The delivery of the NHS Wales strategic framework for "Digitalisation of the Workforce" is a key element of the Health Board's Workforce Strategy. There will be an increased focus on Workforce Intelligence to include workforce analytics to deliver a greater understanding of our organisation and a more confident prediction of the future through evidence-based analysis. In addition, it will provide robust workforce information in supporting the service to deliver change and to ensure better performance management of key workforce initiatives.
20. Our workforce utilisation and intelligence function will also be key in maximising the use of technology to radically alter workforce practices. We will deliver a cost effective, safe and quality temporary staffing and E-Rostering service to the Health Board and implement initiatives to deliver continuous improvement to the quality and cost of the services offered. One of our key outcomes for success will be the provision of education and training support or managers to use Digital Workforce Systems to their full potential.

21. Recruiting and retaining an inclusive and diverse workforce and developing talent is crucial to the Health Board being able to deliver its ambition to be an employer of choice. Recruiting and attracting new people, retaining our existing people and managing and developing talent is essential to delivering our workforce challenges and critical to our success.
22. Our key outcomes for success are to;
- Embed the requirements of the Welsh Language Standards into our recruitment practices;
 - Implement our Bilingual Skills Strategy and regularly review performance to ensure full compliance with the Welsh Language (Wales) Measure 2011, and;
 - Develop strong links with organisations/associations which promote the use of Welsh in the workplace, such as Y Gymdeithas Feddygol, Coleg Cymraeg Cenedlaethol.

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

23. The Health Board is developing a Workforce dashboard to monitor progress against its Workforce Strategy and the requirements of the NHS Delivery Framework targets. Measures include:
- Turnover
 - Reduction in vacancies
 - Number applicants to vacancies
 - Staff retention
 - Number of Welsh speakers
 - Number of people going through joint induction
 - Staff satisfaction
 - Development needs
 - Education progress
 - Career development
 - Succession Planning

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

24. Greater flexibility in the allocation of finance and resources to support 'Grow your own' would be welcomed. We have a well-resourced Workforce and Organisational Development team designed to support the delivery of the Health Board's Workforce Strategy.
25. From a regional perspective, the RWPB has responsibility for governance of the Social Care Wales Workforce Development Programme (SCWWDP), alongside a wider remit for developing and implementing the regional workforce strategy. The Regional Workforce Programme Manager also links with other programme boards in order to address workforce issues across the West Wales Care Partnership (WWCP) regional programmes. Last year, the RWPB reviewed its objectives, which included changes to the terms of reference and membership of the RWPB to ensure that there is full sector engagement in SCWWDP and meets circular engagement requirements for sector wide strategic engagement.

26. The RWPB has a work programme for 2021/22 with specific projects to deliver. These projects are a continuation of work commenced in 2019/20 and supports the delivery of the national Workforce Strategy. The development of a Regional Workforce Strategy for Health and Social Care is planned for this year that will also align closely to the national strategy and its actions. The region holds a shared financial investment into the development of the WWCP and its human resources structure, including the RWPB.
27. A discrete budget to address the data gaps for Health and Social Care would allow us to gather the data needed to inform our actions.

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 take into account the role of unpaid carers and volunteers.

28. The Health Board has appointed an, Equality, Diversity and Inclusion Workforce Advisor who will work collaboratively with recruitment teams and have strong connections with both internal and external partners, including the Inclusion and Strategic Partnership, Welsh Language, Future Workforce, Organisational Development and Learning and Development Teams, as well as Education providers and other NHS organisations. The role will be dynamic to reflect the changing needs of the organisation.
29. The Equality, Diversity and Inclusion Advisor will be working to support the delivery of an ambitious strategy to ensure the Health Board is an employer of choice and exemplar in the field of Workforce Equality, Diversity and Inclusion. They will help to deliver recruitment and employment practices that move beyond ensuring equality to promoting diversity, which ultimately, is about how we build our organisation with talented individuals from a wide range of backgrounds.
30. Users and carers are included in the membership of the Regional Partnership Board (RPB) and thereby have an opportunity to feed into discussions and programmes relating to workforce issues. They are also represented in various sub groups sitting underneath the RPB. We are working with Welsh Government and other regions to improve arrangements for user and carer engagement across all RPBs and ensure that their contribution is maximised.

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

31. A move towards joined up working between HEIW and SCW in terms of their attraction campaigns 'Train. Work, Live' and 'We Care' would be of benefit, bringing together a single branding and routes to deliver against the strategy.
32. In addition, the development of a centre of excellence for workforce intelligence for health and social care in Wales. This will use high quality standardised data sets, analytical methods and sophisticated modelling techniques to support workforce planning, development and productivity. This will facilitate benchmarking and opportunities to improve efficiency.

Appendix A

Strategic Theme 1: An engaged motivated and healthy Workforce

Health Board update

The Health Board has conducted a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next two years, including a 'thankyou' offering to staff (Planning Objective 1H). The Discovery report will be presented to the People, Organisational Development and Culture Committee in October 2021. A staff experience portal is being explored to capture feedback from staff and this objective remains on target for delivery by agreed deadlines.

The Health Board is developing a plan to optimise the resources from internal/external charitable funds to impact positively on staff health and wellbeing (Planning Objective 1I). There is a slight delay to the agreed timescales linked to the introduction of green gyms, pending a meeting in August 2021, where either siting will be agreed or alternative use of the resource will be considered.

Regional update

A wellbeing toolkit has been developed by the West Wales Care Partnership initiative that will enable staff across health and social care to access information and support on:

- Looking after self
- Developing the wellbeing of teams
- Leadership and wellbeing
- Personal and professional development.

Strategic Theme 2: Attraction and recruitment

Health Board update

Work is progressing within the Health Board to develop a prioritised implementation plan, which will outline how we will co-design with our staff every stage and element of our HR offer that embody our values (Planning Objective 1F). This will encompass the way in which the Health Board recruits new staff.

Plans are also progressing to construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This will include an ambitious expansion of our apprenticeship scheme (Planning Objective 2G).

Regional update

The Regional Workforce Programme Board Joint Recruitment workstream has operational responsibility to develop a joint approach to recruitment between health and social care including:

- Building on existing campaigns for both health and social care, identifying opportunities for joint working, and;
- Designing and implementing a joint programme for recruitment which benefits and supports the whole sector across health and social care.

Phase 1 (August – October 2021) focuses on establishing a baseline of process and practice across the recruitment pathway for all organisations. This work is underway.

Phase 2 (November 21 – January 2022) - identify and prioritise key challenges, identify other sources of resources which might support a broader approach to joint recruitment and share this learning with other workstreams.

Phase 3 (February 22 – April 2022) - design, develop and implement a joint approach to the recruitment of staff.

Phase 4 (May 2022 – July 2022) - evaluate the impact of a joint approach to recruitment on a regional basis and identify opportunities for sub regional campaigns.

A Regional Care Connector has been appointed to deliver the regional aspects of the national We Care Wales attraction and recruitment campaign.

Strategic Theme 3: Seamless workforce models

See Joint Recruitment and Workforce Planning Workstream updates (Strategic Themes 2 and 7).

Strategic Theme 4: Building a digitally ready workforce

Digital learning has been identified as a priority area for the Regional Workforce Programme Board Learning and Development workstream.

Key actions / progress:

- Trainers across the region have developed their skills in the development & delivery of engaging online training. The pandemic has seen the delivery method for training move exclusively online for the 2020/21 year.
- Revised digital learning modules for Infection and Prevention Control (IPC) will be considered once Social Care Wales have issued the new IPC framework.
- Carmarthenshire County Council is developing standardised digital Autism Level 1 & 2 training for use across the region. This is currently at user engagement stage and feedback is due to be analysed by end of September 2021, with a view to training being made available before the end of the year.
- Carmarthenshire County Council has developed an e-learning module on personal resilience. It is anticipated that this can be shared with regional partners.

Strategic Theme 5: Excellent education and learning

Health Board update

Work is progressing via a task and finish group to design a training and development programme to build excellent customer service (Planning Objective 1C). Training has been identified as mandatory for key groups where initial roll out will occur, and links made with induction for new starters.

A deep dive will be undertaken to inform the development of a clinical education plan for all clinical roles across primary and secondary care (Planning Objective 2D). This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this.

The Health Board aims to provide access to inclusive, equitable education and development opportunities for all our current and future staff, regardless of age, gender, sexual orientation, race, class, religion, disability or ability (Planning Objective 1F). An Inclusion and Widening Access Officer has been appointed to support the Workforce Education and Development Function to ensure that all development activities support inclusivity. Plans are in place and on track to deliver this objective.

Regional update

The Regional Workforce Programme Board Apprenticeship workstream has operational responsibility for the development of a health and social care joint apprenticeship programme. Key objectives are to:

- Design, develop and implement the development and delivery of the Joint Apprenticeship Programme for Health and Social Care;
- Plan and monitor the implementation of the joint apprenticeship programme and issues arising;
- To consider and report to the regional workforce board any issue which impinges on the joint apprenticeship programme;
- Evaluate the impact of the joint apprenticeship programme and identify necessary responses and adaptations to accommodate changes and pressures
- To identify and prioritise key challenges working collaboratively with other national networks, regions or other groups, and
- To identify other sources of resources and collaborative opportunities which might support a broader approach to the implementation of the joint apprenticeship programme.

The joint Learning and Development opportunities working group has identified four priority areas:

- 1) Infection prevention & control – Social Care Wales have developed and issued a new IPC framework and are currently engaged in gathering feedback from stakeholders. Consideration and development of revised digital learning modules will take place once this has been formally issued.
- 2) Digital learning - the pandemic has seen trainers across the region develop these skills as the delivery method moved exclusively online for the 2020/21 year. This key milestone has therefore been achieved.
- 3) Autism – national framework & regional training strategy - Carmarthenshire County Council are developing standardised digital Autism Level 1 & 2 training for use across the region. This is currently at user engagement stage, feedback due to be analysed by end of September. Aim is for training to be made available before the end of the year.
- 4) Personal resilience - Carmarthenshire CC have developed an e-learning module on personal resilience. Is it anticipated that can be shared with regional partners.

In response to the All Wales Induction Framework for health and social care, a regional pilot has been undertaken in the West Wales region, which resulted in the following outcomes:

- Learner confidence and competence;
- Changes to practice and better outcomes;
- Experienced practitioners as tutors;
- Rationalisation and improvement of workbooks;
- The role of managers and mentors;
- Bringing together learners with different experiences;
- A flexible workforce and supporting integration;
- Professionalisation and parity;
- Workforce recruitment and retention; and
- Delivering learning during COVID-19.

Strategic Theme 6: Leadership and succession

Plans are in place to construct a comprehensive development programme to nurture talent, support succession planning and provide leadership development (Objective 2H). A succession planning and talent management strategy will be developed to build leadership capacity and capability across all levels and professions. This will include the introduction of leadership talent pools, progression pathways and leadership succession planning pathways and embedding effective leadership succession planning practices. The Health Board are growing its external and internal coaching network, promoting and encouraging coaching and mentoring to support and develop staff across the Health Board.

OD relationship managers have been appointed to support directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.

Strategic Theme 7: Workforce supply and shape

The Regional Workforce Programme Board Workforce Planning workstream has operational responsibility for the creation of a health and social care workforce plan and consideration of workforce issues arising from the regional workforce plan.

Key objectives are to:

- Design, develop and implement the development and delivery of the Regional Workforce Plan for Health and Social Care;
- Plan and monitor the implementation of the regional workforce plan and issues arising;
- Evaluate the impact of the regional workforce plan and identify necessary responses and adaptations to accommodate changes and pressures ;
- Consider and report to the regional workforce board any issue which impinges on workforce planning;
- Identify and prioritise key challenges working collaboratively with other national networks, regions or other groups, and;
- Identify other sources of resources which might support a broader approach to workforce planning.