

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AM0C
Contributing to the Management of Change

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Student Number: 1810229

CIPD Membership Number: 53072713

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: A. Glanville 

Date: 01st March 2020

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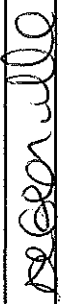
CIPD Candidate Evidence

Candidate name: Amanda Glanville			CIPD Membership/registration No.: 53072713			
Qualification title: CIPD Diploma in Applied Human Resources						
Unique Learner No. (ULN):						
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence Number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the management of change	1.1, 1.2, 1.3, 1.4, 1.5	LO1 Personal Statement: Be able to plan for the implementation of change processes within an organisation	EV1		
5AMOC	Contributing to the management of change	2.1, 2.2, 2.3, 2.4, 2.5	LO2 Personal Statement: Be implement a change plan	EV2		
5AMOC	Contributing to the management of change	3.1, 3.2, 3.3, 3.4	LO3 Personal Statement: Be able to assess the impact of change processes within an organisation	EV3		
5AMOC	Contributing to the management of change	1.1, 1.2, 1.3, 1.4	Change Plan	EV4		
5AMOC	Contributing to the management of change	1.2,	Communication Plan	EV5		
5AMOC	Contributing to the management of change	1.2	Stakeholder Analysis	EV6		
5AMOC	Contributing to the management of change	1.3, 1.4	Project Plan	EV7		
5AMOC	Contributing to the management of change	1.5,	Email confirming acceptance of Change Plan from Director of Workforce and OD	EV8		
5AMOC	Contributing to the management of change	1.1, 1.5	Terms of Reference - Career Framework Delivery Group	EV9		
5AMOC	Contributing to the management of change	1.5,	Email confirming sign off of Terms of Reference from Project management group and Director of workforce and OD	EV10		

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:	Date: 01/3/20.
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Candidate name: Amanda Glanville			CIPD Membership/registration No.:				
Qualification title: CIPD Diploma in Applied Human Resources							
Unit code		Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the management of change	2.1, 2.2, 2.3, 2.4, 2.5	Minutes from first Career Framework Delivery Group	EV11			
5AMOC	Contributing to the management of change	2.1, 2.2, 2.3, 2.4, 2.5	Minutes from November 2019 Career Framework Delivery Group	EV12			
5AMOC	Contributing to the management of change	2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3	Witness Statement from Clinical Education Manager in relation to performance as the lead within the change management process	EV13			
5AMOC	Contributing to the management of change	2.5	Screen Shot of Shared Drive and documents in relation to the All Wales Career Framework	EV14			
5AMOC	Contributing to the management of change	3.1, 3.2, 3.3	SNMT Agenda identifying evaluation of the All Wales Career Framework Implementation	EV15			
5AMOC	Contributing to the management of change	3.1, 3.2, 3.3	HCSW Event - Notes following Workshop - All Wales Career Framework Evaluation - Tea & Talk Session	EV16			
5AMOC	Contributing to the management of change	3.1, 3.2, 3.3	Email from HCSW being declined study leave, impacting on Career framework Compliance Data & email to Assistant Director of Nursing	EV17			
5AMOC	Contributing to the management of change	3.3	2017 All Wales Career Framework Compliance Data	EV18			

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Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the management of change	3.3	2018 All Wales Career Framework Compliance Data	EV19		
5AMOC	Contributing to the management of change	3.3	2019 All Wales Career Framework Compliance Data	EV20		
5AMOC	Contributing to the management of change	3.2, 3.3	HE&IW Presentation of Progress towards All Wales Career Framework Progression	EV21		
5AMOC	Contributing to the management of change	3.1	Updated Project Plan	EV22		
5AMOC	Contributing to the management of change	3.3	Sign off of Communication from Executive team for HE&IW Presentation	EV23		
5AMOC	Contributing to the management of change	3.3,3.4	Feedback from delivery of presentation	EV24		
5AMOC	Contributing to the management of change	3.3,3.4	Email from Director of Workforce and OD confirming sign off of All Wales Career Framework Data including feedback on project progress	EV25		
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L01**Planning for the implementation of change processes****LO1-1.1**

I was asked to lead on the All Wales Career Framework Implementation Project within Hywel Dda University Health Board, focussing on implementing changes that had a high impact on a large proportion of our workforce. A change management project is centred on managing the people side of the change (Hayes, 2014) and with this change being related to improving the skills and qualifications of the workforce, this was significantly the case. Effective project management was crucial to its success (ACAS, 2014).

In 2015 the Welsh Government worked with the Welsh Education Development Service (now Health Education and Improvement Wales (HE&IW)) to create governance around Health Care Support Worker (HCSW) career development and competence within NHS Wales. With HCSW making up 41% of the workforce, this career framework provides governance for both non registered nursing and Allied Healthcare technicians, whilst providing a career pathway (Shared Services Partnership Workforce, Education and Development Services, 2015). Each Health Board was instructed to submit baseline data using a template provided, demonstrating improvement year on year. As improvements were not evident across NHS Wales, all Health Boards were asked to produce an action plan as to how they were going to implement the changes to ensure compliance. Although there was a requirement to show improvement, Welsh Government could not make this training mandatory as they have done in domiciliary care due to the financial and workforce implications this would force on the NHS (H DUHB, 2018).

The All Wales Career Framework was the main external driver, providing a need for the change to be implemented. Another external driver was the Nurse Staffing Act (NHS Wales, 2018), outlining the staffing levels to meet patient safety standards. The issues of nurse shortages in Hywel Dda University Health Board (H DUHB) provided an internal driver as there was a need to reduce the strain on the existing nursing workforce. The concern intensifies especially with both an ageing workforce and population demographics within the counties H DUHB Service. In order to

needed. Room availability would be managed in the same way as existing projects and administrative support was identified at the start of the project. Brochures and information to promote the framework would be designed by the project team or obtained from HE&IW, using the HCSW Framework Fund. By adding the resource needs to the change plan, this ensured that all resources were considered within the implementation phase and a clear identification of how resource requirements will be met, thus increasing the change of successful change management (Hayes, 2014).

LO1-1.4

The design stage consisted of the change plan (EV4) which included appendices of a communication plan (EV5), a stakeholder analysis (EV6) and a project plan (EV7). All documents considered communication as "without effective communication, change is impossible and will fail" (Barrett, 2002). Many ways to communicate with the workforce were identified at all levels. The change plan (EV4) identified the objectives and the project plan (EV7), actions and timescales. I used a project management technique as a lack of this would result in missing deadlines (CIPD, 2019).

With research suggesting that individuals do not respond positively to change (Mosswarner, 2018), It was important to consider the Kubler-Ross Change Curve which identifies the stages of adjusting to change. With effective communication being an enabler of change a detailed communication plan was crucial to success (Hughes, 2010).

LO1-1.5

It was important that I received buy in at a senior level, not only to sign off the plan, but having a hierarchical structure, can be seen as a barrier to effective change management (Hayes, 2014). I needed to be aware of this, ensuring communication reached all levels of the structure (Hughes, 2010). With poor communication, there is greater chance of resistance from employees and other stakeholders (CIPD, 2019).

The change plan (EV4), stakeholder analysis (EV6), communication plan (EV5) and project plan (EV6) were sent to the Director of Workforce and OD for approval.

provide support, senior nurses identified that HCSW's needed to work to the top of their scope of practice, therefore carrying out some of the responsibilities that nurses currently do. By providing evidence of competency, this would provide assurance that HCSW have the skills needed (SNMT, 2018). This change meant I needed to consider how we start delivering HCSW qualifications across all specialties, and not just those delivered as part of the apprenticeship frameworks to demonstrate compliance.

Additional benefits of implementing these changes were significant, providing development opportunities for the workforce, allowing greater autonomy within their roles. Managers who invest in their employees, generally achieve a greater engaged workforce (Mortimer, 2010), providing a greater skills mix within their team. HCSW who work to the top of their scope of practice will reduce the strain on nurses, supporting their wellbeing (Shared Services Partnership Workforce, Education and Development Services , 2015). With more staff able to do tasks, this would improve patient care as well as allowing patients to stay in their homes longer as HCSW in the community could provide greater services (Welsh Government, 2018). All information relating to the need, objectives and benefits were outlined in the Change Plan (EV4).

LO1-1.2

The designing stage of the change management process provided the opportunity to consider the interested parties, resources, communications and the best overall outcome of objectives (SHRM, 2015). Producing a stakeholder analysis avoids conflict and delays, as key people are often missed (NHS Improvement, 2018). The stakeholder analysis (EV6), identified possible concerns or barriers.

The greatest impact of the change was on internal stakeholders, employees at all levels within the organisation. HCSW needed to undertake training, managers needed to factor study leave into their financial budgets, whilst managing how their staff attended courses. Senior managers needed to ensure they supported financial implications as well as executives as the change required services to collectively support a more holistic training model. Managers play a critical part in the change

process and therefore ensuring managers get their say is crucial (Hodges, 2016), leading to a greater chance of engagement (Hayes, 2014).

Although this change would have long term benefits, it is vital to consider the barriers, some of which could be due to the fear of change, workload pressures or financial implications (Hughes, 2010). Consideration should also be given to those staff who are not covered by the framework, as they may feel their personal development is not being considered. Information would need to be provided to ensure they understand the career development routes available to them.

Other stakeholders identified in the stakeholder analysis were corporate functions including the project team, career framework group, change champions, the recruitment, workforce intelligence and the communication teams. Colleges, training providers and HE&IW are also affected, supporting to ensure that the qualifications are available and funding can be accessed. Patients are also impacted as HCSW will provide greater care and they may need reassurance that the HCSW is competent to deliver that care safely (Welsh Government, 2018). Finally, due to the expectation on HCSW staff, unions will also be a stakeholder as their acceptance of the plan is vital to overcoming resistance.

Once stakeholders were identified, support considered and possible barriers and concerns identified in the stakeholder analysis (EV 6), the communication plan (EV5) outlined the method and frequency of the communication.

LO1-1.3

The change plan (EV4) identified the resources needed. The funding for accessing qualifications was either through apprenticeships or using the HCSW Development Fund, provided by HE&IW. The most significant resource for the HDUHB was the time to allow the HCSW to access training and development opportunities.

Information from specialists was needed through meetings and training, this was difficult to plan for as it was agreed that building relationships would be the best way to access information and support. With the change plan being signed off at an executive level, this allowed a mechanism for me to get this support mandated if

Following a few amendments, it was approved by the Executive Team and confirmed by email (EV 8). I then emailed the project group to gain sign off of the Terms of Reference (EV9). Finally, the Career Framework Group were given information relating to the whole plan, whereby it was fully signed off from a group representing all services that were directly impacted by the change (EV10,11).

LO2

Implementation of the change plan

LO2-2.1

The implementation phase of a change management project is also known as the enacting phase (SHRM, 2015). I initiated the plan by following actions within the project plan (EV 7), obtaining executive sign off as required. All changes were fed into the framework meetings, creating governance for the decisions being made. The updated project plan as of 01/03/2020 (EV22) demonstrates that the agreed plan was followed.

When considering the change management model to use, the Kotter's Accelerator Model was agreed due to change being a cyclical process (Hodges, 2016). This model is matched due to the nature of the project being ongoing for a considerable length of time, involving a substantial volume of the workforce with evolving parameters (Kotter, 2004). With the accelerator model, individuals have been co-opted into the change management program, who were identified in the stakeholder plan as the project management team. These were the project support group who were able to provide a different perspective and also test ideas prior to sharing with the larger Career Framework Group.

A summary of how the Kotter's 8 Step Model was followed: (Kotter, 2004):

1. Creating a sense of urgency

Urgency was achieved by the development of a robust communication plan to include starting with executives, then senior managers, using a variety of communication methods. This communication centred on raising awareness of the legal and political requirements of the All Wales Career Framework and the Nurse Staffing Act. Communicating the impact of staffing shortages and pressures on registered staff created internal urgency, then communicating the tasks that could be done by HCSW's if qualified and competent identified the internal benefits to the organisation.

2. Building and maintaining a guiding coalition

Building a coalition was done initially with a project team, forming a steering group as this plan required buy in, support and communication between stakeholders. Having a small project team also provided support to myself as project manager to maintain a positive momentum when there are dips in progression (Hodges, 2016). Coalition then widened to the framework delivery group and then by the use of change management champions.

Using representatives from the all levels including HCSW, nurses and managers as change champions gave staff groups a voice. Change champions were given training in how to manage difficult conversations, the importance of positivity in change management and chosen due to their personal attributes, trust and their ability to coach and mentor others. The change champions were given the information and a clear understanding of the vision, to allow them to be an ambassador of the change in their own right. By ensuring change champions received adequate training and support, they were able to play a significant part in influencing those most affected; through role modelling, fostering an understanding, developing the skills of individuals as well as reinforcing the change (McKinsey, 2016).

3. Formulating a strategic vision

A strategic vision was achieved by identifying a vision that strategically aligned with the current Transforming Clinical Services Plan. It focused on the development of our workforce to meet the changing needs of our local population. By having the change champions, this provided constant positive reinforcement in relation to the benefits for the changes and also the consequences of not changing. It was identified that the timeframe agreement to meet these change champions was not frequent enough and this had to be amended to ensure they had emotional support and were re-energised by the project team. Where resistance was identified, communicating the risk of not doing anything supported the acceptance of the change (Hughes, 2010).

4. Communication of the vision

Communication was a fundamental part of the change management project ranging from training sessions, global messages, managers meetings, emails and also an implementation group and change champions. To ensure that HCSW had their say, the project plan demonstrated how we held 'Grow Your Own Potential' days to allow those most affected to have their say. In addition to this, change champions within the teams allowed for informal communication and reassurance to embed the change.

5. Accelerating movement towards the vision

Ensuring that there was continuous movement towards the vision came from the framework meetings, ensuring stakeholders were accountable for actions with agreed timescales. Change champions were given the option to feed back in these meetings, aligning their focus and providing positive reinforcement. With the constant challenges of services who were not compliant, this continuously widened the circle of awareness. Providing opportunities and information sessions widened awareness and overcame some of the barriers including lack of knowledge, lack of communication or insecurities.

6. Celebrating visible, significant and short-term wins has been achieved by celebrating the improvement of data annually through senior meetings and disseminating information to teams (EV 18,19.20) as well as presenting information to HE&IW (EV21). In addition, a HCSW event (EV16) was held to celebrate the success of not only those that have achieved qualifications, but also for those teams who have begun developing an infrastructure within their service to deliver qualifications internally. It was also agreed that unit achievement certificates would be presented at team level by senior managers, celebrating success of individuals and teams.

7. Consolidating the gains and produce more change

Due to the nature of the change, it is difficult to let up as there is an obligation that the Health Board will improve its data year-on-year. All parties involved in the process provided feedback, evaluating the implementation of the change, suggesting ongoing amendments to the plan and streamlining the effectiveness

of the change project. Through evaluation from framework and SNMT meetings, further changes were made in relation to study leave as well as frequency of events.

8. Institutionalising the change

The plan incorporated ongoing communication, not only maintain momentum, but also to institutionalise the change. Different communication was aimed at employees at all levels, thus ensuring that it became a way of life. The career framework is now predominantly described as every day working practices. Although there are some pockets of resistance from individuals. Managers at all levels accept the process as the norm as they are performance managed through the nursing and therapies senior management teams. Constant reinforcement is sent to all service managers identifying their percentage of compliance and those who still need to sign up to the qualification. With HCSW's now achieving their qualification, further change is required to identify changes in scope of their role to allow for greater responsibility under the delegation guidelines.

LO2- 2.2

I set up project team meetings as well as meetings for the career framework delivery group, which would ensure that all stakeholders with the exception of the public, could receive information, which would be disseminated by team manager.

So that the career framework group were clear about their role, I created a terms of reference (EV9) and in the first meeting, ensured that this was signed off. I also ensured that the Director of Workforce signed off the terms of reference (EV 10) in line with organisational processes. From all meetings, minutes were produced, which were then disseminated to a wider group by those who attended to ensure that communication continued (EV11, EV 12). Change champions were instructed to discuss progress as part of team talks as well promoting good news stories. Training was completed for the change champions, where they were provided with information relevant to the courses, copies of the career framework document and also copies of FAQ's that would support them during team talks at service level.

L02-2.3

A significant stakeholder within the steering group was the Clinical Education Manager, whom I needed to update on a weekly basis as her role was fundamental to the change. Trish Mathias-Lloyd oversaw the clinical education and was there to provide support as and when needed. The witness testimony (EV 13) demonstrates that I had to maintain working relationships with all parties involved as this is crucial to the success of any change management project.

Maintaining positive working relationships is fundamental to the success of any project undertaken. This can be achieved by identifying relationship needs, providing individuals or groups the time to build relationships, being open and transparent (Mindtools, n.d.). At times, I faced resistance from senior nurse leads due to them identifying that service pressures meant that they could not release staff. I overcame by listening and remaining professional, being positive, showing appreciation, whilst being aware of boundaries. This was very difficult as I could not allow them to see this as an option, but a requirement, as this would lose the sense of urgency and result in others not buying into the change.

L02-2.4

The effectiveness of the implementation was discussed at every career framework group as well as in project meetings. The career framework group updated the project plan as well as discussing progress and making changes where needed. With minutes (EV11, EV12) providing information and recording actions, the outcomes of the framework group meetings were then discussed as part of the Workforce and OD Sub-Committee, senior nurse meetings and AHP groups. These were plotted into the project plan. The minutes also demonstrate the ongoing evaluation of progress, making changes where necessary. During the change, there were many timescales that had to be extended and changes made to the original plan, this can be seen in the minutes.

An example of the changes implemented was where Global emails were used to communicate the All Wales Career Framework to HCSW's. It was identified this had

not been effective and therefore further communication strategies were implemented using the change champions in team talks (EV11).

Some of the adaptations made include changing the frequency of meetings (EV 22- Point 5), agreeing that certain actions were not required (EV 22- Point 3) and extending timelines to meet service pressures or when deadlines cannot be met (EV 22- Point 2). The career framework minutes (EV 11) demonstrate where changes have been made, tasks reallocated and also demonstrates the monitoring, implementation and progression of the change.

When considering the Kubler-Ross Five Stages of Grief Model (Ross, 2020), this was evident in the initial part of the change plan. Feedback from the many of the group stated that staff that had worked within the organisation for some time felt that it was unacceptable that they needed to complete a qualification. It was felt that they had already proved that they could do the role. Change agents were then used to visit teams where individuals were going through the denial and anger stage, providing greater communication face-to-face, providing additional support as resistance could be as a result of a need for further consultation, insecurity or advice (CIPD, 2018). Using the influence model (McKinsey, 2016) if staff have role models, understand what is expected of them and understanding of the formal mechanisms and see the opportunities of training and development, individuals will change their behaviour. In addition, assessor training was completed where there was internal delivery, demonstrating additional assessment methods of assessment to reduce the need for written evidence being produced. This was communicated via team talks, building trust with the HCSW's.

Another way of monitoring the effectiveness of the change was through the carrying out evaluations. An evaluation session was carried out in the senior nurse management team meeting (EV 15) and workshops in the HCSW celebration event (EV 16). The qualitative data from the feedback identified the need to consider the streamlining of the current study leave process as well as identifying greater flexibility on start dates, which would speed up compliance.

In addition to the informal monitoring of the effectiveness of the implementation, formal monitoring can be seen from the annual data submitted to HE&IW (EV 18,19, 20), providing quantitative data to identify the success of the change.

L02-2.5

In order to ensure that all records were kept up-to-date in line with organisational requirements, copies of terms of reference, minutes and the project plan used were stored on the shared drive, allowing access to those stakeholders who have a significant interest and need to access up to date information. A screen shot of the files provides evidence that I am able to follow organisational procedures for maintaining records (EV14). Confirmation that I stored files in line with organisational procedures is also evidence from the witness statement collected (EV13).

Evidence of the use of organisational recording procedures also can be seen through the use of the standard templates for the terms of reference (EV9), minutes for meetings (EV11&12) as well as for collating the data for HE&IW (EV 18,19 & 20).

LO3

Assessing the impact of change processes within an organisation

LO3-3.1

The final phase of the change management process is also known as the sustaining phase (SHRM, 2015). Failure to follow an affective plan will result in difficulty to measuring success (CIPD, 2018).

The data sent to HE&IW (EV25 - Page 2) identifies the following:

- December 2018 shows HCSW holding a level 2 minimum was 24%, increasing to 35% in December 2019. As well as additional qualifications undertaken/achieved, this is also the inputting of Certificates on ESR.
- Band 2 compliance has increased from 17% in 2018, to 36%
- Band 3 compliance has increased from 18% in 2018, to 29%
- Band 4 compliance has increased from 5% in 2018, to 22%
- Overall compliance has increased from 17% in 2018 to 40%

This data provides qualitative data to demonstrate success of the change management project. In addition, qualitative data relating the change was produced for the presentation to HE&IW and Welsh Government by identifying 'our progress (EV21- page 3) and the 'qualification delivery timeline' (EV21- page 5). In addition, the project plan (EV22) identifies the action points that have been achieved.

LO3-3.2

Assessing the impact of change was achieved through the career framework meetings. Evaluations were also planned through various meetings including the SNMT meeting (EV15) and HCSW Events (EV16). One further action as a result of feedback was to identify ways of changing the culture of training with managers, which has been identified by the number of managers who would not sign off study leave for their staff. I reported this to the Assistant Director of Nursing by email (EV17), which will now be an agenda item at the senior nurse meetings.

Through the career framework meetings (EV12- page 4- No 8), it was agreed that further work was required to embed the changes and make the delivery of qualifications financially sustainable. As a result of this, this is now the main driver for 2020. In addition to this, a further developments of this framework include the introduction of community frameworks (EV12- page 4- No 9).

At present, there has been significant emphasis on training, with little work done on educating managers how to manage the recording of training on ESR. Further work needs to be done, creating a 'Good Practice User Guide' for managers to overcome this (EV12- page 4- No 11).

With large services such as OT and Physiotherapy being able to absorb the training time for their registered staff to be able to deliver generic units, this is not achievable in services such as Podiatry or Speech and Language. For this reason, it was agreed that corporate functions will deliver generic units, to reduce the demands on clinical services. This is another new development within the change management plan, which formed part of the agreed next steps to HE&IW (EV21- page 5).

LO3-3.3

Formal assessment of the impact of change was carried out on the 31st of December every year by use of the 'All Wales Career Framework' data submitted which provides data as at:

- 31st December 2017(Initial data) (EV18)
- 31st December 2018 (EV19)
- 31st December 2019 (EV20)

In addition HE&IW instructed each Health Board to present an evaluation, identifying progress so far, best practice and how their money had been spent to improve compliance (EV 21). The presentation allowed me to communicate the progress of HDUHB, submit requests in relation to 2020/2021 funding as well as identify the next stages of the change, which have all been updated on the updated project plan. (EV22).

Throughout the change management process, I have continually communicated progress to the Director of Workforce and ensured all data/presentations used with external stakeholders were signed off by the Executive Team (EV23). I was also very pleased to have had very positive feedback in relation to the communication I used within the presentation and delivery method of the Health Boards progress to the All Wales Career Framework (EV 24) and overall feedback from the director in terms of my performance relating to the plan as a whole (EV25).

I have also delivered the presentation at the SNMT, Workforce and OD Sub-Committee and at the career framework group to ensure the progress and next steps are understood by all stakeholders.

LO3-3.4

Despite being involved in change management for most of my working career, I had never used such robust change management tools prior to completing this long-term project. As a result of this, any change management undertaken, regardless of the size or timescale, I will continue to use robust change management techniques. Despite the change management tools being very time consuming in the design phase, the time saved during implementation is phenomenal as it provides you with the opportunity to identify possible barriers, resources, stakeholders and their expectations (Hodges, 2016).

I feel that my organisational skills have been an asset, and my ability to problem solve. My ability to negotiate and persuade stakeholders has been a fundamental part of this project as I did not anticipate the level of resistance I received. My knowledge and skills of managing difficult situations and negotiation have not only been beneficial in my role as project lead, but also in the training I have delivered to change champions.

Within this change management process, I never estimated the impact changes in organisational structure within my team would have on the smooth running of the

project and as a result, has made me reflect on my own work life balance and the lengths I will go to ensure success.

Considering the time of year to implement the change is crucial (Hughes, 2010). Although this was not considered at the start, it resulted in some of the cohorts not attend training due to winter pressures. I need to consider pressures faced specifically by the NHS, which is an area I need to develop as I am quite new to the organisation and still consider it from a work-based learning or local authority perspective.

When considering the CIPD Profession Map (CIPD, 2018), I am satisfied I meet the knowledge requirements for Foundation and Associate level. I do however want to practise doing a skills or capability audit, understanding how this would be achieved within a larger organisation that employs 11,000 staff.

To identify learning needed at Chartered Member level, I am confident in the use of change management methodologies and understand benchmarking and using external insight. I would like to research the most effective ways to assess the current and future organisational capability and readiness for change.



Change Management Plan

Introduction/Background

In 2015, Welsh Government worked with the Welsh Education Development Service to create governance around Health Care Support Worker (HCSW) career development and competence within NHS Wales. With HCSW making up 41% of the workforce, this would provide governance for both non registered nursing and Allied Healthcare Technicians, whilst providing a career pathway. Each Health Board have been instructed to submit baseline data using an 'All Wales Template, with an expectation of an improvement in compliance year on year, providing an action plan by August 2020 to ensure compliance.

It is worth noting that within domiciliary care, employees working towards a qualification is mandatory, although it could not be mandated within the NHS due to the training needs across the organisation, thus explaining the staged approach.

Project Sponsor

As a Senior Workforce Advisor, I (Amanda Glanville) will be accountable for leading the change project, reporting to the Director of Workforce and OD.

Project Objectives

Embed the "All Wales Career Framework" within the organisation, implementing across nursing and therapies.

Change Overall Objectives:

- Increase compliance by a minimum of 5% year on year between 2018-2025
- Improve accuracy of data collection, using ESR to record compliance and reporting
- Create a culture of learning, promoting pathways for career progression
- Create internal learning processes to expand qualification delivery to aid compliance



Change Plan Elements

- Identify staff groups affected by the change/number of staff
- Design new data collection and recording methods to evidence the results of the change
- Engage all levels of management and staff in the change
- Identify qualifications relevant to staff groups and identify delivery models
- Communicate the requirements of the 'All Wales Career Framework' to staff positively
- Change of policies relating to learning and development, recruitment, study leave and staff development
- Review all job descriptions, outlining the qualification requirements
- Ensuring inclusivity/consultation with staff
- Achievement of improvement within agreed timelines
- Ethical issues related to the requirements for training
- Quality assurance and governance procedures
- Maximise funding opportunities including apprenticeships

Rationale for the Change

- All Wales Careers Framework requirements
- Professionalise the non-registered clinical workforce
- Patient safety
- Welsh Government
- Support workers being able to work to the top of their licence, supporting the Nurse Staffing Act
- Staff development, talent pipeline

What other options have been identified?

Implement the change plan to develop workforce to meet the needs of Hywel Dda University Health Board. No other options identified as this is being driven by Welsh Government and WEDS.



Scope of the Change

Staff groups included:

- Nursing HCSW's (1602 employees)
- Therapy Support Working (246 employees)
- Bank HSCW's (877 employees)

Including community, primary care, acute care,

Assessment of Readiness to Change

- Some HCSW staff already undertaking Level 2, 3 or 4 learning through apprenticeships. This usually those employees who are looking to progress to nursing or assistant practitioners role.
- Internal delivery of Occupational Therapy and Physiotherapy Diploma Level 3 qualifications.
- Learning and Development Strategy identifies some learning pathways for those staff wanting to progress.
- As the Health Board have had some knowledge in relation to the All Wales Career Framework, some senior managers are anticipating the change. This may support the change.
- All HCSW staff aware of the Nurse Staffing Act and the need to identify new ways of working.
- Some dissatisfied with current development opportunities.
- Lack of senior support for ward managers and service leads, seeing it as additional pressure on the workforce.

Key Change Messages

- Requires all HCSW staff to engage in training if they do not already meet the criteria.
- Services need to support learning opportunities, although no centralised training budget for backfill.
- Some HCSW staff will identify they have many years experience, which means they do not need to complete a qualification.
- Presenting changes in a positive light even whilst acknowledging lack of financial resources to services.
- No current infrastructure in some services to deliver training, so will require investment in training of registered staff to enable delivery of HCSW qualifications.



Identify Change Elements

- Creating learning structure within services
- Creating processes, which identify responsibilities
- Identify resources needed
- Identify clear and achievable timescales
- Identify performance measures to track progress
- Change support structures
 - Change team
 - Super HCSW Champions
 - Assessment and verification structure within specialist areas, who are trained first and can support people in the workplace.
 - Involvement of users/ key stakeholders at various stages
 - Change champions
 - Framework Group
 - Executive sign off
- Impact on workloads and how will these be managed
- Support to be offered:
 - Advice
 - Counselling
 - Coaching
 - Mentoring
 - Representation
 - Training
- Resources required:
 - Cost of units/qualifications delivered as part of internal delivery
 - Rooms for training and meetings
 - Time of HCSW to attend the training, registered professionals to deliver the programmes and time of the change team
 - Materials needed to promote understanding of the All awakes Career Framework
 - Resources needed for training need to be produced

Stakeholder Analysis

See Appendix 1

Communication Plan

See Appendix 2

Project Plan (Initial Draft)

See Appendix 3

It shall be the role of the Change Group to support the Project Sponsor to produce a more detailed plan.

Consolidation

- Ensure policies, procedures and performance measures reinforce the changes.
- Remove organisational barriers to the change.
- Reinforce how changes have provided benefits

Evaluation

Change will be evaluated by:

- Using the Project Plan the achievement of the planned objectives
- Identified improvement in All Wales Career Framework Data
- Evaluation of change management processes to be evaluated as part of:
 - Career Framework Group
 - Senior management meetings
 - Evaluations with Training Providers



GIG
NHS

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

- HCSW feedback from focus groups
- Communication of outcomes:
 - HEIW meetings
 - HEIW presentations
 - Senior management meetings
 - Health Board newsletter
 - HCSW celebration events
 - Career Framework Group
 - Global emails
 - Posters

Communication Plan

Communication Objective: See Change Plan

Role Name	Method of Communication	Frequency	Evaluation of Success
Project Sponsor/Lead Amanda Glanville	Team Meetings Team updates Career Framework Group Project Plan All Wales Career Framework Document Detailed Project Status Risk Register Budget and Finance	Weekly Daily Quarterly Daily Copy issued Weekly Weekly Weekly	Full awareness of the change project and progress of all services through emails, and weekly, monthly and quarterly meetings. Improved compliance of data. Milestones achieved within timescales Detailed understanding of project status Risks being controlled Maintaining within spend
Deputy Lead Trish-Mathias-Lloyd	Change Plan Terms of Reference Team Meetings Team updates Career Framework Group Project Plan All Wales Career Framework Document Framework Data Frequently Asked Questions Detailed Project Status Risk Register Budget and Finance	Weekly Start of framework group Weekly Weekly Quarterly Weekly Issue Initial phase Annually As updated Weekly Weekly Weekly	Full awareness of the change project and progress of all services through emails, and weekly, monthly and quarterly meetings. Milestones achieved within timescales. Improved compliance of data Detailed understanding of project status Risks being controlled Maintaining within spend

Role Name	Method of Communication	Frequency	Evaluation of Success
Executive Lead Lisa Gostling	Project Plan Terms of Reference Minutes from Career Framework Group One to one supervision updates All Wales Career Framework Document SBAR or Reports for Sign Off Framework Data Frequently Asked Questions	Monthly Start of framework group Quarterly Monthly Issue Initial phase When authorisation needed Annually As updated	Milestones achieved within timescales Sign off of TOR Acceptance of minutes Positive feedback and evaluation Understanding of Framework Sign off of proposals Improved compliance of data
Communication Manager Yvonne Burson	Email Change Plan Terms of Reference Career Framework Group Project Plan All Wales Career Framework Document Frequently Asked Questions	Ongoing Start of framework group Start of framework group Quarterly Monthly Issue Initial phase As updated	For Information Agree acceptance of change plan Sign off of TOR Acceptance of minutes Milestones achieved within timescales Understanding of Framework Improved compliance of data
Recruitment Manager Sally Owen	Email Change Plan Terms of Reference Career Framework Group Project Plan All Wales Career Framework Document Frequently Asked Questions	Ongoing Start of framework group Start of framework group Quarterly Monthly Issue Initial phase As updated	For Information Agree acceptance of change plan Sign off of TOR Acceptance of minutes Milestones achieved within timescales Understanding of Framework Improved compliance of data

Role Name	Method of Communication	Frequency	Evaluation of Success
Project Team Cheryl Raymond Tracy Walmsley Anna Stephens Eleanor Pearce Trish Mathias- Lloyd	Email Change Plan Terms of Reference Career Framework Group Project Plan All Wales Career Framework Document Frequently Asked Questions	Ongoing Start of framework group Start of framework group Quarterly Monthly Issue Initial phase As updated	For Information Agree acceptance of change plan Sign off of TOR Acceptance of minutes Milestones achieved within timescales Understanding of Framework Improved compliance of data
Change Champions	Training Meeting with PowerPoint Slides Overview of All Wales Career Framework Brochures of training available Email Frequently Asked Questions Evaluation meeting and Action learning Career Framework Group Project Plan	Soon after identification During training day During training day Updates/new brochures As updated Quarterly Quarterly Monthly	Evaluation forms Understanding of framework Increase in training uptake Feedback forms and notes
Service Leads Nursing Leads Therapy Leads Clinical Leads	Senior Nurse Management Meeting Updates Therapy Leads Group updates Workforce and OD Sub Committee updates BPAGG (Business, Planning and Governance Group updates All Wales Career Framework Document Brochures of training available Email Frequently Asked Questions	Quarterly Quarterly Quarterly Quarterly Quarterly For information Ongoing updates As updated	Discussion/Q&A/Feedback Discussion/Q&A/Feedback Discussion/Q&A/Feedback Discussion/Q&A/Feedback For Information Increase in training uptake

Role Name	Method of Communication	Frequency	Evaluation of Success
Change Steering Group Focus group representing a diverse group including senior and managers, staff from a variety of specialisms	Emails Change Plan Terms of Reference Career Framework Group Project Plan All Wales Career Framework Document Frequently Asked Questions	Weekly Start of framework group Weekly Quarterly Quarterly Issue Initial phase As updated	For Information Agree acceptance of change plan Sign off of TOR Acceptance of minutes Milestones achieved within timescales Understanding of Framework
HCSW - Nursing HCSW - Community HCSW - Rehabilitation HCSW - Theatres OT Technicians Physiotherapy Technicians Podiatry Assistants Speech and Language Assistants Dietetic Assistants Clinical Imaging Assistants	Newsletter Sharing of case studies/good news stories Team Talks Grow you potential information days Workshops - drop in Social Media Campaign Global emails HCSW Celebration Event Study Leave Policy Support Guide Brochures of training available Frequently Asked Questions Email Posters	Initial one and Quarterly Monthly via social media By Change Champions 1 per site per quarter Weekly x 4 during launch Weekly during launch, then monthly Annually Online prior to launch Online prior to launch Online and in team talks Formal notification Displayed in wards/services/canteen and staff areas	Feedback sheets from team talks Increase in HCSW accessing training, using correct study leave process Discussion/Q&A/Feedback Social Media engagement statistics Feedback from workshops Complaints log for HCSW/managers in relation to framework roll out

Role Name	Method of Communication	Frequency	Evaluation of Success
HCSW Managers	Overview of All Wales Career Framework Brochures of training available Email Frequently Asked Questions Evaluation meeting and Action learning Career Framework Group Project Plan	During training session During training Session Updates/new brochures As updated Quarterly Quarterly Monthly	Understanding of framework Increase in training uptake Feedback forms and notes
Unions	Email Career Framework Group Project Plan All Wales Career Framework Document Consultation Meeting		Minutes Q&A Discussions
Other Health Board staff not affected	Newsletter - Awareness Grow you potential information days Global emails Study Leave Policy Brochures of training available Frequently Asked Questions Emails	Initial one and Quarterly 1 per site per quarter Weekly during launch, then Online prior to launch Online prior to launch Online and in team talks	Feedback sheets from team talks Increase in HCSW accessing training, using correct study leave process Discussion/Q&A/Feedback Social Media engagement statistics/comments Complaints log for HCSW/managers in relation to framework roll out
Local colleges and training providers	Numbers of staff involved in the change for allocation of funding Email All Wales Career Framework Document List of new qualifications needed	Partnership Meeting	Discussion/Q&A/Feedback Minutes
Awarding Bodies - Agored Cymru, Pearson, Edexcel	List of new qualifications needed	Applications via awarding body portal	Achieved centre status for qualifications

Role Name	Method of Communication	Frequency	Evaluation of Success
Health Education & Improvement Wales (HE&IW)	All Wales Career Framework Data Progress Presentation - PowerPoint Funding Utilisation Document Updates in All Wales HCSW Operational Groups	Annually Twice per year Annually Monthly	Receipt of funding Discussion/Q&A/Feedback
Patients/Public	Posters Verbal updates (informally)	Ongoing	Discussion/Q&A/Feedback Patient Experience questionnaires
Workforce Intelligence Team (ESR)	Email Change Plan Terms of Reference Career Framework Group Project Plan All Wales Career Framework Document Frequently Asked Questions	Ongoing Start of framework group Start of framework group Quarterly Monthly Issue Initial phase As updated	For Information Agree acceptance of change plan Sign off of TOR Acceptance of minutes Milestones achieved within timescales Understanding of Framework Improved compliance of data

Key Stakeholder Analysis

Power/Impact Grid

High power			
Moderate power			
Little or no power			
	Little or no impact	Moderate impact	High impact

Level of Participation	Stakeholders and Role	Support	Barriers/concerns	Stakeholder Influence (High Power/Moderate Power/Little or No Power)
Driving	Amanda Glanville Change Management Lead	Responsibility for the change process	Size of change plan and lack of resources	High Power/High Impact
	Trish-Mathias-Lloyd Deputy Lead	Deputy responsibility for the change process	Size of change plan and lack of resources	High Power/High Impact
	Lisa Gostling Executive Lead	Sign off stages and encourage participation	Size of change plan and lack of resources	High Power/High Impact
	Change Management Team	Can drive implementation of the change Can influence business decisions	Need to ensure responsibilities clearly communicated. Concern over HCSW and Service Manager buy in	Moderate Power/High Impact
	Change Agents	Provide support within services to staff and managers, providing reassurance	Overcoming negative comments Lack of resources to support change	Moderate Power/High Impact

Level of Participation	Stakeholders and Role	Support	Barriers/concerns	Stakeholder Influence (High Power/Moderate Power/Little or No Power)
Advocate (Continued)	Service Leads Nursing Leads Therapy Leads Clinical Leads	Provide support within services to staff and managers, providing reassurance	Overcoming negative comments Lack of resources to support change	Moderate Power/High Impact
	Change Steering Group Focus group representing a diverse group including senior and managers, staff from a variety of specialisms	Provide opportunities to challenge progress and processes. In addition, will provide a quorum for decisions suggested by change group and support with evaluation	Overcoming negative comments Lack of resources to support change	Moderate Power/High Impact
Active Participation	HCSW - Nursing HCSW - Community HCSW - Rehabilitation HCSW - Theatres OT Technicians Physiotherapy Technicians Podiatry Assistants Speech and Language Assistants Dietetic Assistants Clinical Imaging Assistants	Some may see as a Career Pathway, using these to inspire the less positive members of staff. Could lead to advancement opportunities	Barriers to participation caused by past experiences Fear of change, create insecurity Fear of academia Mature staff may decide to retire early as feel too old to begin doing courses	Low Power/High Impact

Level of Participation	Stakeholders and Role	Support	Barriers/concerns	Stakeholder Influence (High Power/Moderate Power/Little or No Power)
	HCSW Managers	See the benefits from increased training and competence. Good resource to overcome resistance amongst HCSW's	May see the training as manpower being removed from patient contact time, thus concerned about implications on staffing, resources, overtime allocation	Low Power/High Impact
Willingness	Unions	Support with consultation and overcoming of resistance of change	As not mandatory, may support those who may not wish to engage.	High Power/High Impact
	Other Health Board staff not affected	Could use case studies where qualifications have supported progression in other areas	May be concerned over the lack of opportunities being promoted for their area of work. Feel like they are lacking career advancement opportunities.	No Power/little Impact
	Local colleges and training providers	Possible partnership working to allow for greater scope of delivery.	Funding issues or staff occupational competence preventing being able to support the needs of the training	Low Power/Moderate Impact
	Awarding Bodies - Agored Cymru, Pearson, Edexcel	Ability to support with new qualification delivery, centre approval, governance frameworks	Sanctions if there is no evidence of robust assessment and verification practices	Low Power/Low Impact

	Stakeholders and Role	Support	Barriers/concerns	Stakeholder Influence (High Power/Moderate Power/Little or No Power)
	Health Education & Improvement Wales (HE&IW)	Support through HCSW Fund Provide media for Framework	Rigid processes may not work for the Health Board Not accepting reasons for meeting of KPI due to service pressures	High Power/High Impact
	Recruitment Team	Ability to change job descriptions	All Wales Agenda for Change Structure Workload/Time/Resources	Moderate Power/Moderate Impact
	Communications Team	Support with translation and welsh language standards	Communication Policies may hinder timescales Workload/Time/Resources	Moderate Power/Moderate Impact
	Workforce Intelligence Team (ESR)	Data recording Business Intelligence Identification of trends	ESR may hinder input Workload/Time/Resources	Low Power/Moderate Impact
Understanding	Patients	Understanding provides confidence in the care provided to themselves or their families	No concerns identified	Low Power/Low Impact
	Public		No concerns identified	Low Power/Low Impact
	Welsh Government	Identification of framework to drive compliance	Rigid processes may not work for the Health Board Not accepting reasons for meeting of KPI due to service pressures	Moderate Power/Moderate Impact

Item	Item Description	Unit	Quantity	Unit Price	Total Price	Start Date	End Date	Actual
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Full page of project plan showing full timespan of Charge plan.

8

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Amanda.Glanville@wales.nhs.uk

Subject: All Wales Career Framework Plans

Date: 29 Feb 2020 at 15:55:15

To: Amanda Glanville

amandaglanville@gmail.com

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Sent: 08 January 2018 16:55

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>

Subject: Change Plan for All Wales Career Framework

Hi Lisa

Thank you. I have nearly finished the terms of reference. I will send for sign off ASAP.

Thanks

Amanda

From: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>

Sent: 08 January 2018 11:49

To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor) <Amanda.Glanville@wales.nhs.uk>

Subject: RE: Agored budget plan

Hi Amanda

Just to confirm that I am happy to approve and look forward to seeing how it will be going. Can you ensure that all minutes are sent to me too please. This work will feed into the Workforce and OD Sub Committee.

Thanks

Lisa

Lisa Gostling

Director of Workforce & OD

Hafan Derwen, Parc Dewi Sant,
Jobs Well Road,
Carmarthen,

Cyfarwyddwr Y Gweithlu a Datblygu Sefydliadol

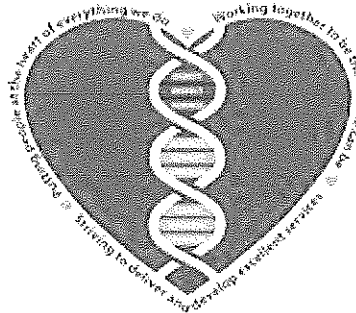
Hafan Derwen, Parc Dewi Sant,
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Page 1 of 3

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Rhif Ffôn: 01267 239722

Email/ E-bost: lisa.gostling@wales.nhs.uk



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Gall yr e-bost hwn gynnwys gwybodaeth gyfrinachol. Os ydych yn credu eich bod wedi derbyn yr e-bost hwn trwy gamgymeriad, a wnewch chi dderbyn ein hymddiheuriadau. Peidiwch â datgelu, anfon ymlaen, printio na dosbarthu'r wybodaeth yn yr e-bost hwn na gwneud unrhyw beth gan ddibynnu ar ei gynnwys - gwaherddir hyn yn llwyr a gall fod yn anghyfreithlon. Rhowch wybod i'r anfonwr bod y neges wedi mynd ar grwydr cyn ei ddileu. Gall cynnwys yr e-bost hwn fod yn agored i ddatgeliad cyhoeddus o dan Côd y GIG ar fod yn Agored neu'r Ddeddf Rhyddid Gwybodaeth 2000. Felly ni ellir sicrhau cyfrinachedd y neges hon, y cynnwys nac ychwaith unrhwy ateb iddi.

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
<Amanda.Glanville@wales.nhs.uk>

Sent: 06 January 2018 15:58

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>

Subject: Change Plan for All Wales Career Framework

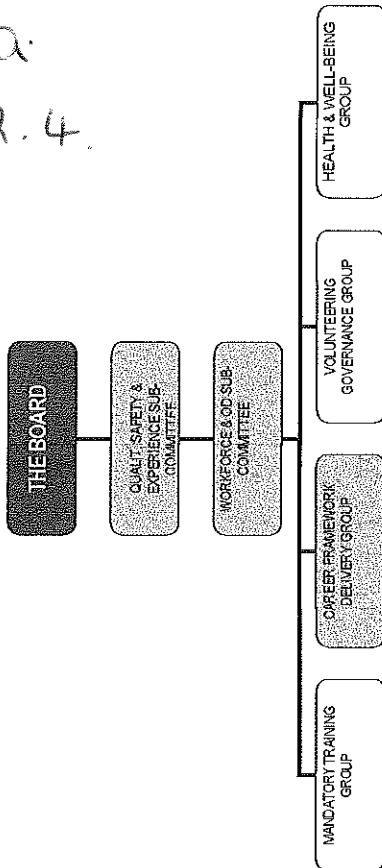
Hi Lisa

Please see attached the Change plan as discussed for your approval. I have included many attachments including the change plan, communication plan, stakeholder analysis and project plan.

If you could confirm I can proceed, I will set up the Career Framework Group and plan all meetings.

Thanks

Amanda



CAREER FRAMEWORK DELIVERY GROUP TO OVERSEE THE DELIVERY OF THE NHS WALES HCSW CAREER FRAMEWORK

TERMS OF REFERENCE

Version	Issued to:	Date	Comments
V1	HCSW Career Framework Delivery Group Workforce and OD Sub-Committee	10/01/2018	To be amended following initial meeting
V2	HCSW Career Framework Delivery Group Workforce and OD Sub-Committee	19/01/2018	

1. Constitution

- 1.1 The Career Framework Delivery Group has been established to co-ordinate, drive and oversee the implementation of the delivery of the All Wales HCSW Career Framework. This includes staff in Estates, Facilities and those in a health care support role.
- 1.2 The NHS Wales HCSW Career Framework establishes the principles by which all Health Boards should develop their support worker workforce. This includes formal education requirements and targets for achieving compliance which are reported on an annual basis.

2. Membership

- 2.1 The membership of the Group shall comprise:

Title	
Mrs Angie Oliver – Assistant Director of Workforce and OD (Chair)	
Amanda Glanville – Organisational Development Officer (Project Manager)	
Chris Hayles – Assistant Director of Nursing (Practice)	
Will Oliver – Assistant Director of Therapies and Health	
Sam Hall – Head of Simulation and Clinical Skills	
Trish Mathias-Lloyd – HCSW Development Manager	
Shelley Dony – Future Workforce Development Manager	
Polly Leet – Senior Nurse Primary Care	
Heather Williams – Operations Manager East	
Susan Griffith – Senior Physiotherapist	
Liz Carroll – Assistant Director of MH & LD Nominee	
Keith Jones – General Manager – Women and Children	
Mandy Nichols-Davies – Head of Nursing Scheduled Care	
John Evans – General Manager – Withybush General Hospital	
Caryl Bowen – Business Manager Unscheduled Care Glangwili Hospital	
Hazel Davies – General Manager – Bronglais Hospital	
Brett Denning – General Manager – Prince Phillip Hospital	
Rhian Dawson – County Director & Commissioner	
Jina Hawkes – General Manager Community Primary Care	
Sonia Hay – General Manager Community & Primary Care – Pembrokeshire	
Claire Sims – County Lead Occupational Therapist	
John Greer – Podiatry Manager Pembrokeshire	
Zoe Paul-Gough/Karen Thomas – Joint Head of Nutrition and Dietetics Service/Pembs Therapy Lead	
Amanda Evans – Head of Radiology	
Tracey Wainwright – Senior Workforce Development Manager	
Gill Webber – Head of Nursing PPH	

The membership of steering group will be reviewed on an annual basis.

Terms of reference for Implementation Group.

Criteria:
2.2, 2.3, 2.4.

3. Quorum and Attendance

- 3.1 A quorum shall consist of no less than 8 and must include as a minimum the Chair or Vice Chair of the Group.
- 3.2 The membership of the Group must take account the balance of skills and expertise necessary to deliver the Group's remit and subject to any specific requirements or directions made by the University Health Board or Welsh Government.
- 3.3 Any officer of the University Health Board or from a partner organisation may, where appropriate, be invited to attend.
- 3.4 The Group may also co-opt additional independent 'external' experts from outside the organisation to provide specialist skills.
- 3.5 The Chairman of the University Health Board reserves the right to attend any of the Group's meetings as an ex officio member.
- 3.6 Should any Member be unavailable to attend, they may nominate a deputy, with full voting rights, to attend in their place subject to the agreement of the Chair.
- 3.7 The Head of Internal Audit shall have unrestricted and confidential access to the Chair of the Steering group.
- 3.8 The Chair of the Steering Group shall have reasonable access to Executive Directors and other relevant senior staff.
- 3.9 The Group may ask any or all of those who normally attend but who are not Members to withdraw to facilitate open and frank discussion of particular matters.

4. Principal Duties

- 1.3 The HCSW Career Framework Delivery Group has been established to co-ordinate, drive and oversee the implementation of the delivery of the All Wales HCSW Career Framework, and to provide assurance to the Quality, Safety and Experience Group via the Workforce and OD Sub-Committee, on the competence and capability of the HCSW workforce through the implementation of this framework.
- 4.1 The Group will:
 - 4.1.1 Provide strategic direction in alignment with the EAGLE Governance Frameworks for the development of the Support Worker (Un registered) workforce, to support service change, modernisation and workforce change.
 - 4.2.2 Develop and risk assess the project plan for the implementation of the specific pillars of the HCSW Career Framework. To include
 - Induction,
 - Essential Skills
 - Career pathway

- 4.1.2 Actively work in partnership with key partners.

- 4.1.3 Agree the training priorities aligning them with the themes of strategic priorities to inform commissioning needs.

- 4.1.4 Ensure systems and processes in place to provide and monitor equity, to manage the impact assessments across all professional / staff groups.

- 4.1.5 Ensure consideration and opportunities are provided to facilitate integration with social care.

5. Operational Responsibilities

- 5.1 The group will:
 - 5.1.1 Agree the scope of work and work stream timescales, directing the stages of the work in relation to the future development of the HCSW workforce.
 - 5.1.2 Inform changes to support integration across health, social care and the third sector.
 - 5.1.3 Monitor and oversee the delivery and Improvement of the All Wales Career Framework Data
 - 5.1.4 Receive reports relating to progression of education
 - 5.1.5 Agree the appropriate qualifications and qualification routes available to meet the needs of the Health Board, prior to implementation / commissioning.
 - 5.1.6 Work with colleges to maximise opportunities of apprenticeship training programmes.
 - 5.1.7 Oversee the ongoing expansion of level 4 education and associated Assistant Practitioner Roles identify routes into undergraduate healthcare professional education.
 - 5.1.8 Identify risks to the programme, and mitigation to address the risks.

6. Agenda and Papers

- 6.1 The agenda will be based around the group work plan, identified risks, matters arising, table of actions and requests from group members. The secretariat will meet with the chair at least 3 weeks prior to the meeting to agree the agenda
- 6.2 The agenda and papers for meetings will be distributed to all members seven calendar days in advance of the meeting.

6.3 The minutes and action log will be circulated to Members within seven calendar days to check the accuracy. The minutes must be an accurate record of the meeting which capture the discussions that take place.

6.4 Members must forward amendments to the Group Secretary within the next seven calendar days. The Group Secretary will then forward the final version to the Group Chair for approval.

7. Frequency of Meetings

7.1 The group will meet bi-monthly and shall agree a twelve month schedule of meetings. Any additional meetings will be arranged as determined by the Chair of the group.

7.2 The Chair of the group, in discussion with the Group Secretary, shall determine the time and the place of meetings of the group and procedures of such meetings.

8. Accountability, Responsibility and Authority

8.1 Although the Board has delegated authority through its Committee Structures for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility for ensuring the quality and safety of healthcare for its citizens. The Group is directly accountable to Workforce and Organisational Development for its performance in exercising the functions set out in these terms of reference.

8.2 The Group is authorised by Workforce and Organisational Development Sub Committee to consider or have investigated any activity within its terms of reference. In doing so, the Group shall have the right to inspect any documentation of the University Health Board relevant to the Group's remit and ensuring patient/client and staff confidentiality, as appropriate. It may seek relevant information from any:

8.2.1 Employee (and all employees are directed to co-operate with any reasonable request made by the Group);

8.2.2 Other Committee, Sub-Committee or group established by the Board to assist in the delivery of its functions.

8.3 The Group shall embed the University Health Board's vision, standards, priorities and requirements, e.g. equality and human rights, through the conduct of its business.

The requirements for the conduct of business as set out in the University Health Board's Standing Orders are equally applicable to the operation of the Group

9. Reporting

9.1 The group, through its Chair and members, shall work closely with the Board's other committees, including joint /sub committees and groups to provide advice and assurance to the Board through the:

9.1.1 Joint planning and co-ordination of Board and Committee business;
9.1.2 And sharing of information.

9.2 In doing so, the Sub-Committee shall contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.

9.3 The Group Chair, supported by the Group Secretary, shall:

9.4.1 Report formally, regularly and on a timely basis to the Workforce and OD Sub-Committee on the Group's activities.

9.4.2 Bring to the Workforce and OD Sub-Committee's specific attention any significant matters under consideration by the Sub-Committee.

10. Secretarial Support

10.1 The Group's Secretary shall be determined by the Chair

11. Review Date

11.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Sub-Committee for approval by the Workforce and OD Sub-Committee

12. Links to Other Groups

12.1 Hywel Dda Staff Partnership Forum

12.2 Workforce Transformation Group

12.3 Mandatory Training Group

12.4 Medical Workforce Group

12.5 Nursing Workforce Management Group

12.6 Nursing Revalidation Group

12.7 Collaborative Institute for Learning and Development Sub-Committee

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Amanda.Glanville@wales.nhs.uk

Subject: FW: RE Terms of Reference

Date: 29 Feb 2020 at 15:55:26

To: Amanda Glanville

amandaglanville@gmail.com

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Sent: 12 January 2018 09:45

To: Cheryl Raymond (Hywel Dda UHB - Staff Development)

[<Cheryl.Raymond@wales.nhs.uk>;](mailto:Cheryl.Raymond@wales.nhs.uk)

Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development)

[<Lisa.Gostling@wales.nhs.uk>](mailto:Lisa.Gostling@wales.nhs.uk) Tracy Walmsley (Hywel Dda UHB - Senior Workforce

Development Manager) Tracy.Walmsley@wales.nhs.uk; Trish Mathias-Lloyd (Hywel Dda

UHB - HCSW Development Manager) [<Trish.PJ.Mathias-Lloyd@wales.nhs.uk>](mailto:Trish.PJ.Mathias-Lloyd@wales.nhs.uk) Eleanor

Pearce (Hywel Dda UHB - Project Support Officer) Eleanor.Pearce@wales.nhs.uk; Anna

Stephens (Hywel Dda UHB - Work Exp. Future Workforce Admin)

Anna.Stephens@wales.nhs.uk Sally Owen (Hywel Dda UHB - Strategic Resourcing

Manager) [<Sally.Owen4@wales.nhs.uk>](mailto:Sally.Owen4@wales.nhs.uk)

Subject: Terms of Reference

Hi All

Please see attached. Could I ask that you all read and approve the Terms of Reference attached. Can you let me know any amendments prior to our meeting on the 19th January.

Thanks

Amanda

From: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) [<Lisa.Gostling@wales.nhs.uk>](mailto:Lisa.Gostling@wales.nhs.uk)

Sent: 10 January 2018 19:47

To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Subject: RE: Terms of Reference

Hi Amanda

I have made some tweaks, happy for you to send out once changes have been accepted.

Changes only relate to attendees.

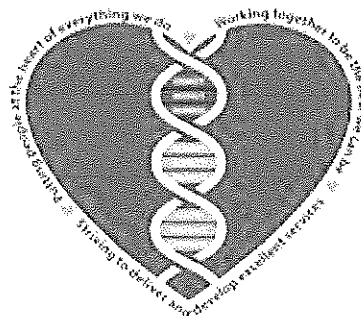
Thanks

Lisa

Lisa Gostling
Director of Workforce & OD
Hafan Derwen, Parc Dewi Sant,
Jobs Well Road,
Carmarthen,
Carmarthenshire,
SA31 3BB
Tel: 01267 239722

Cyfarwyddwr Y Gweithlu a Datblygu Sefydliadol
Hafan Derwen, Parc Dewi Sant,
Heol Jobs Well,
Caerfyrddin,
Sir Gaerfyrddin
SA31 3BB
Rhif Ffôn: 01267 239722

Email/ E-bost: lisa.gostling@wales.nhs.uk



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Gall yr e-bost hwn gynnwys gwybodaeth gyfrinachol. Os ydych yn credu eich bod wedi derbyn yr e-bost hwn trwy gamgymeriad, a wnewch chi dderbyn ein hymddiheuriadau. Peidiwch â datgelu, anfon ymlaen, printio na dosbarthu'r wybodaeth yn yr e-bost hwn na gwneud unrhyw beth gan ddibynnu ar ei gynnwys - gwaherddir hyn yn llwyr a gall fod yn anghyfreithlon. Rhowch wybod i'r anfonwr bod y neges wedi mynd ar grwydr cyn ei ddileu. Gall cynnwys yr e-bost hwn fod yn agored i ddatgeliad cyhoeddus o dan Côd y GIG ar fod yn Agored neu'r Ddeddf Rhyddid Gwybodaeth 2000. Felly ni ellir sicrhau cyfrinachedd y neges hon, y cynnwys nac ychwaith unrhyw ateb iddi.

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
<Amanda.Glanville@wales.nhs.uk>

Sent: 10 January 2018 09:27

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>

Subject: Terms of Reference

Hi Lisa

I have written the Terms of Reference for the 'Career Framework Group'. Can you please confirm you are happy with these.

Thanks

Amanda

Health Care Support Worker Career Framework Delivery Group

Wednesday 19th January 2018 – 3.00pm – 5.00pm

Ystwyth Board Room – Hafan Derwen

Name	Role
In attendance:	
Angie Oliver (AO)	Assistant Director of Workforce and OD
Amanda Glanville (AG)	Organisational Development Officer (Project Manager)
Susan Griffiths (SG)	Senior Physio Manager
John Greer (JG)	Podiatry Manager Pembrokeshire
Caryl Bowen (CB)	Business Manager USC GGH
Karen Thomas (KT)	Joint Head of Nutrition and Dietetics
Sharon Thomas (ST)	Primary Health Care Nurse
Polly Leett (PL)	Senior Nurse Primary Care
Claire Simms (CS)	HDUHB OT
Shelley Dony (SD)	Future Workforce Development Manager
Tracy Walmsley (TW)	Senior Workforce Development Manager
Mandy Nichols-Davies (MND)	Head of Nursing Scheduled care
Sonia Hay (SH)	GM Community & Primary care (Pembs)
William Oliver (WO)	Assistant Director Therapies & Health Science
Gill Webber (GW)	Head of Nursing PPH
Chris Hayes (CH)	Assistant Director of Nursing
Fiona Pill (FP)	PA to Head of Organisational Development
Apologies:	
Trish Mathias Lloyd (TML)	HCSW Development Manager
Heather Williams (HW)	Operations Manager East
Linda Williams (LW)	County Director Carmarthenshire
Barry Denton (BD)	Lead Superintendent Radiographer
Linzi Shone (LS)	Senior Nurse Manager
John Evans (JE)	General Manager Withybush General Hospital
Sarah Cameron (SC)	Community Nursing Service

1. Welcome and Apologies:

AO welcomed everyone to the first meeting of the HCSW Career Framework Delivery Group. The group has been established in order to co-ordinate, drive and oversee the implementation of the delivery of the All Wales HCSW Career Framework. This establishes the principles by which all Health Boards should develop their support worker workforce.

The Health Board is already ahead of the NHS All Wales Skills and Career Framework in terms of HCSW staff achieving their 10 credits (10hrs learning = 1 credit), we are now need to continue with the model ensuring that all staff across the Health Board are included. This in turn will allow for continued development and consistency across the Board for all clinical and non-clinical staff.

2. All Wales Career Framework:

- AG went through the Project plan. Changes made to timelines, dates extended. AG to update and send out later today. Tasks reallocated within the steering group.
- AG suggested SNMT need to support the dissemination of information in relation to the All Wales Career Framework as Global Emails have not proved successful.
- Signed off actions completed and discussed pending and outstanding Points.

Updated project plan - 2.1, 2.2, 2.3, 2.4, 2.5,
3.1, 3.2.

Page 1 of 4

3. Progress to date:

3.1 Skills to care:

Update given by AG as TML not in attendance at the meeting:

- Figures have been submitted as at December 2017 to WEDS, data circulated.
- Currently in the process of completing a mop up exercise in order to complete the outstanding Skills to Care files for 2017.
- Lots of time spent chasing up non-completers, assessors contacting the staff and line managers. The All Wales group are looking to develop a protocol for the management of non-submission of Skills to Care.
- It is proposed that employees starting with the Health Board (excluding Bank Staff) from January 2018 will be registered onto the Apprenticeship in Clinical Healthcare at Level 2 or 3 dependant on their banding.
- AG collects cohort data on a monthly basis, follows up and inputs the certificates onto ESR.
- AG currently entering the backlog of HCSW qualifications onto ESR. This will then enable printouts and begin a mop up exercise, working towards all Band 2 having a level 2 and Band 3 having a level 3.

Actions:

- Need to ensure that the language is correct as NVQ also known as a diploma.
- Escalation process required for Skills to Care. If not completed within a given timeframe then further action required but need to ensure a fair process across the Board. Hywel Dda policy may be required for this process.
- Bank staff to be separated out for reporting purposes.
- If the Health board are making Level 2 and Level 3 qualifications mandatory, need confirmation if this can be stated at every interview as an expectation and does it need to be evidenced as part of the starting process? How can this be enforced?

3.2 Physiotherapy:

Update given by SG and CS (paper submitted)

- Review pending for May/June
- Standardisation of all the workbooks are in the process of being checked and will then be signed off and stored on the WEDS website
- Paper submitted in relation to changing delivery of the Diploma to an Apprenticeship Framework
- No level 4 available at the current time
- Learning has to be appropriate for the specified role and staff need to be motivated to reach their levels

Actions:

- AG to set up meeting with CS, SG and CW
- Presentation about apprenticeships and the Framework for the next meeting as the group felt that an overview would be beneficial.

3.3 Podiatry:

Currently there is no one going through the scheme. Further discussions to take place outside of this meeting as to how we recruit within podiatry.

3.4 Dietetics:

New pilot has been delivered and will now need to be evaluated. AG to contact Karen Thomas to arrange a meeting.

3.5 Primary Care:

Update given by PL

- GP practices Health Board managed
- GP's need to see the value of releasing their staff to attend courses
- Practices to sign up for mentorship

3.6 Facilities:

- Figures have been submitted as at December 2017 to WEDS, data circulated.
- New qualification has been written 'Agored Cymru Level 2 Certificate in Facilities Services for healthcare in Wales' This is currently with Skills for Health and should become an apprenticeship.

4.0 Apprenticeships

- AG stated that there are no current 'true apprentices' as the Health Board are awaiting an All Wales decision of apprenticeship pay
- All current apprenticeships within the Health Board are currently being undertaken by existing staff
- AG issues the end of year figures for apprenticeships currently known to WF & OD
- AG explained that there is now a process that ensures that all staff complete the relevant study leave process. This is proving a struggle, but will continue to enforce.

5.0 Terms of Reference:

- Suggestion that need to change the title of the group as includes others not listed in the All Wales Career Framework'
- Amend PL job title on the group membership as incorrect
- Linda Williams to be removed from the invite list.
- New version of TOR to be sent out by AG

6.0 AOB:

- Further discussions needed to consider how we take forward scientist groups
- Pharmacy – AG to contact pharmacy and invite to meeting
- Department heads to send a list of assessors/teachers/tutors by department. AG to circulate a template (teaching or assessor qualifications)
- All data needs to be available through ESR. AG to work with MJ to action this.

7.0 Date of next meeting:

- Agreed that meetings would be held bi-monthly
- AG to send out dates of meetings

Action Log:

Item Number	Action	By Whom
2.0	Changes made to timelines, dates extended. AG to update and send out later today.	
2.0	AG to reallocated project tasks within the steering group.	
2.0	AG suggested SNMT need to support the dissemination of information in relation to the All Wales Career Framework as Global Emails have not proved successful.	
3.1	Need confirmation if this can be stated at every interview as an expectation and does it need to be evidenced as part of the starting process? How can this be enforced?	
3.1	Need to ensure that the language is correct as NVQ also known as a diploma.	All
3.1	Escalation process required for Skills to Care. If not completed within a given timeframe then further action required but need to ensure a fair process across the Board. Hywel Dda policy may be required for this process.	TML
3.1	Bank staff to be separated out for reporting purposes.	MJ
3.2	AG to set up meeting with CS, SG and CW	AG
3.2	Presentation about apprenticeships and the Framework for the next meeting as the group felt that an overview would be beneficial.	AG
3.4	AG to contact KT- Dietetics to arrange meeting	AG
5.0	Consideration to be given to changing the name of the group to incorporate all staff bands 1-4	AO
5.0	Amendments to be made to TOD as discussed in meeting	AG
6.0	Further discussions needed to consider how we take forward scientist groups	AO
6.0	AG to contact pharmacy and invite to meeting	AG
6.0	Department heads to send a list of assessors/teachers/tutors by department. AG to circulate a template (teaching or assessor qualifications)	ALL

See Section 7-12

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Criteria - 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3

MINUTES OF THE HCSW CAREER FRAMEWORK DELIVERY GROUP

Date and Time of Meeting:	20 th November 2019
Venue:	F15, The College of Human and Health Sciences, Building 3, St David's Park

Present:	Amanda Glanville, Shelley Dony, Allyson Thomas, Lesley Oldale, Bethany Lloyd, Sally Hore, John Greer, Claire Sims, Paula George, David Lewis, Philippa Large, Sian Fox, Gaynor Bowen (Note Taker)
Apologies:	Will Oliver, Tracy Walmsley, Nadine Morgan, Karen Thomas, Sharon Daniel, Caryl Bowen, Barry Denton, Gill Webber, Trish Mathias-Lloyd

Agenda Item	Item	Action
1.	Welcome and Apologies Shelley welcomed all to the meeting and introductions were made around the table. Apologies were noted as above.	
2.	Recap Action Points from last meeting The minutes of the last meeting were approved and the following actions were noted: All actions closed from September Meeting. 3.2 Service Updates Primary Care AG now linked with Primary Care in relation to future delivery. Agreed that Workforce will take this over in April 2020. <u>Dietetics</u> Work is continuing on trying to create an assessor infrastructure. Due to staffing issues, Dietetics delivery will be moved to June 2020. AG to update Project Plan. <u>Radiology</u> AG informed the group that she had met with Amanda Evans following the last meeting, but to date nothing had progressed. Due to a pending OCP, cannot move with Radiology. AE to update AG in new year as to the planned delivery. AG agreed that she would plan for July 2020 to prevent it being missed on the radar. <u>Skills to Care Delivery Update</u> SG asked if she could have a list of contents and an update and AO agreed that this would be timely to distribute. <u>TML circulated to the group.</u> <u>Physio</u> All information has now been received and the EQA confirmed. When we have received the list of names we then have 10 days to submit to Agored.	AG/PL KT/AG AG AG

	Rehabilitation Support General agreement across professional groups as a useful framework for generic workers. Agreed two Pilots to begin in April 2020. Agreed that the two pilot leads will be Katy Darby and Vicky Stevenson. AG to design working group to ensure this is delivered. 3.5 Agored Cymru Standardisation Some Services still need to identify a nominated person to attend a standardisation group that will be set up once all services are represented. Meeting now planned for the March 2020. 3.6 External Quality Assurance (EQA/External Verifier) Visit confirmed will be done remotely. The EQA will be sending a sample list within 14 days. The HB has 10 days to submit all requested portfolios. AG managing this. 3.9 Grow your own – Covered in Service updates Concern raised that HCSW's cannot see the difference between them and a Registered Nurse. It was agreed that at within the update sessions it needs to be highlighted. SD met with TML and it was agreed that the importance of the nursing role will be discussed as part of the Fundamentals of Care refresher day. SD to ask TML to forward dates of the refresher dates to the group. 3.10 HCSW Job Titles Clarification from the All Wales Task & Finish Group discussing the standardising of the HCSW job title to be sought. 4.1 Data Cleansing Now all qualification backlog entered with over 1600 certificates been entered onto ESR. Next stage to agree release of staff with managers and promote the importance of compliance of the AWCF. AG to get confirmation of how to achieve this. 4.2 ESR Development - Apprenticeship data All entered now. Batch upload being trialled this week. AG to raise SR for this to happen.	AG/KD/VS AG TML TML AG AG
3.0	Service Updates 3.1 OT - OT was discussed earlier in the meeting. 3.2 Physio - No update was given in the absence of SG. 3.3 Dietetics - Apologies had been received from KT and no update provided. 3.4 Speech and Language Work continues for the development of level 4. PL confirmed still on target for 2020 delivery.	

	3.5 Primary Care Apologies had been received from PLe and AG informed the group that there is a meeting scheduled for the following day. Courses are currently being delivered by Health Train but the lady who delivers it will be retiring and this will come under our remit from April 2020. 3.6 Community PG gave an update on the developments in the Service since she had come into post in May 2019. They are currently ensuring that all HCSW have attended S2C which is proving difficult for some longer serving members of staff. 3.7 Facilities David Lewis introduced himself to the group. Facilities are currently not delivering the All Wales Facilities Support qualification. AG to work with facilities to develop and find deliverers. AG thanked DL for attending and hoped this would develop momentum. AG asked DL to set realistic timelines. Agreed Level 2 for May 2020, Level 3 July 2020 if the qualification is ready. DL informed the group that there is a high turnover for facilities in particular domestics as they are leaving as they can now get qualifications for being an HCSW. 3.8 Skills to Care All Scheme of work circulated. No other updates. 3.9 Radiology Apologies had been received from BD. AG informed the group that the All Wales Radiology Group are driving this forward. 3.10 Podiatry First induction planned for February 2020. AG to support	
4.	Agored Cymru Standardisation AG explained that Centre accreditation has been sought and all in place for new qualification inductions. Need to apply for Facilities and SALT AG asked if there were any other qualifications that we need to be delivering as a Health Board.	AG
5.	Apprenticeship Update All apprentices doing well. Still have 47 on board. Will finalise 2020 offer in the new year.	
6.	Level 4 AG informed the group that she has now taken over this from SD. This concentrates purely on HCSW's. AG gave a brief overview of the requirements to do the Level 4. Lots of discussions have been taking place in relation to the new Level 4 in Therapies and a meeting is arranged for this week to discuss further. The next application period is open up to Christmas. Names of those	

	interested to be sent to AG. AG is intending giving a half day presentation to give those interested more information.	
7	Project Plan AG went through all dates, all actions completed closed. AG to send out the Project Plan with updates. Dates extended on project plan.	AG
	AG updates all parties in relation to new qualifications including Health Science and Level 4 Therapies. AG to send information with the group as well as the FAQ's. AG stated if anyone wants to meet to discuss qualifications, she was happy to do so. AG reminded the workforce members the plan was on SharePoint. AG reminded all parties that December 2019 is looming and therefore the 2019 data will be sent to HEIW in the new year. AG encouraged all to ensure all qualifications are inputted as she will run the report from the 31/12/2019.	AG All
8.	Partnership Model AG explained to the group that this is one areas where progress has been very slow and needs to be her focus in 2020. AG explained that with Apprentice Frameworks set to change in 2020, this will be her main driver following the new year.	AG
9	Community Frameworks The Pembrokeshire Integrated Training Framework has been circulated in draft format for comments. All comments to be with AG/TML by 18 th December 2019	All
11	Data Updates Now looking at managers updating certificates on ESR and developing a Good Practice User Guide to ensure consistency and accuracy	AG/ESR
12.	AOB: AG explained that although she had not run the data for 2019 yet, it is looking promising and thanked everyone for their support.	
	Date of next Meeting February 17 th 2020 – 9:30-11:30 venue to be confirmed.	

Page 4 of 4.



GIG
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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

13

Ein cyf/Our ref: TML/AG
Gofynnwch am/Please ask for: Trish Mathias Lloyd
Rhif Ffôn /Telephone: 01267 239744
Ffacs/Facsimile: 01267 239860
E-bost/E-mail: Trish.mathias-lloyd@wales.nhs.uk
Dyddiad/Date: 26 February 2020

Hafan Derwen, Parc Dewi Sant,
Heol Jobs Well, Caerfyrddin,
Sir Gaerfyrddin SA31 3BB

ADRAN GWEITHLU A DATBLYGU SEFYDLIADOL
WORKFORCE & OD DEPARTMENT

Hafan Derwen, Parc Dewi Sant,
Jobs Well Road, Carmarthen, Carmarthenshire,
SA31 3BB

PERSONAL

Dear Julie

Re: Amanda Glanville and her Change Management Skills

When Amanda joined the Health Board in 2018, her main role was to focus on workforce development and due to a skill set, was given many projects to manage simultaneously. One of these projects was to manage the All Wales Career Framework, requiring all HCSW is to complete a qualification specific to their role. Not only would this have resource implications, but also as this change predominantly affected staff, some of which had been in post for many years, there would be a lot of staff who would be against this.

Amanda took charge of the project, producing a change plan, identified people affected and how she would communicate with them. Once she was happy with her plan, she worked towards this plan, regularly checking with the Career Framework Group, winning over managers, colleagues and staff to sign up to her plan. I have sat in on meetings with Senior Nurses, Managers, HCSW's, Service Leads and external parties, where Amanda always provides a positive image of herself and the workforce department. Amanda has copied me in on emails to parties involved, where she provides them with information to ensure that they are kept updated. Amanda listens and follows through on commitments she makes and this has built trust amongst her and the stakeholders involved.

Since the project has been progressing, Amanda uses every Career Framework Meeting to monitor the progress, using the project plan to check actions have been completed. Amanda is confident to move timelines where needed and also make changes to the plan. Amanda also knows when to seek authorisation where changes deviate from the plan significantly.

Amanda used the Shared Drive to store all the files in relation to the project. She ensures all minutes, agendas and other related documents are available and stored as per the Hywel Dda Information Policies.

Amanda has presented the All Wales Career Framework Data in the correct format to Health Education and Improvement Wales, delivered presentations to a senior executive team.

Yours sincerely

Trish Mathias-Lloyd
Clinical Education Manager

Swyddfeydd Corfforaethol, Adellad Ystwyth,
Hafan Derwen, Parc Dewi Sant, Heol Ffynnon Job,
Caerfyrddin, Sir Gaerfyrddin, SA31 3BB

Corporate Offices, Ystwyth Building,
Hafan Derwen, St Davids Park, Job's Well Road,
Carmarthen, Carmarthenshire, SA31 3BB

Cadeirydd / Chair
Mrs Bernardine Rees OBE

Prif Weithredwr/Chief Executive
Mr Steve Moore

Bwrdd Iechyd Prifysgol Hywel Dda yw enw gweithredol Bwrdd Iechyd Lleol Prifysgol Hywel Dda
Hywel Dda University Health Board is the operational name of Hywel Dda University Local Health Board

Mae Bwrdd Iechyd Prifysgol Hywel Dda yn amgylchedd di-fwg Hywel Dda University Health Board operates a smoke free environment

[illegible]

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
Amanda.Glanville@wales.nhs.uk
Subject: FW: SNMT draft agenda
Date: 29 Feb 2020 at 15:55:16
To: Amanda Glanville
amandaglanville@gmail.com

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
Sent: 08 February 2020 22:38
To: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing)
<Sharon.Daniel5@wales.nhs.uk>
Subject: FW: SNMT draft agenda

Hi Sharon

Thanks for the invite, I confirm I will be in attendance.

Thanks

Amanda

From: Nikki Palser (Hywel Dda UHB PA to Lisa Gostling, Director of Workforce & OD)
<Nikki.M.Palser@wales.nhs.uk>
Sent: 04 February 2020 10:16
To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
<Amanda.Glanville@wales.nhs.uk>
Cc: Emily Davies (Hywel Dda UHB - Pa to Director of Nursing)
<Emily.Davies2@wales.nhs.uk>
Subject: FW: SNMT draft agenda

Hi Amanda

Lisa would to come along and listen to your presentation and evaluation at the Senior Nursing & Midwifery Team meeting on Tuesday 18th February – she would like you to be there as well for this item please.

Kind regards, Nikki

From: Emily Davies (Hywel Dda UHB - Pa to Director of Nursing)
<Emily.Davies2@wales.nhs.uk>

Sent: 04 February 2020 09:03

To: Louise Mills (Ward Sister - Hywel Dda UHB) <Louise.Mills@wales.nhs.uk>; Sian Hall (Hywel Dda UHB - Simulation and Resuscitation Department) <Sian.Hall2@wales.nhs.uk>; Louise Nevard (Hywel Dda Health Board - Long Term Care Specialist Nurse) <Louise.Nevard@wales.nhs.uk>; Daniel Blyth (Hywel Dda UHB - Study Leave & Administration Officer) <Daniel.Blyth@wales.nhs.uk>; Karen Thomas (Hywel Dda UHB - Joint Head of Dietetics / Ceredigion Therapy Representative) <Karen.Thomas12@wales.nhs.uk>; Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>; Mandy James (Hywel Dda UHB - Senior Nurse Medicines Management) <Mandy.James@wales.nhs.uk>; Craig Jones (Public Health Wales) <Craig.Jones@wales.nhs.uk>; Caroline Williams (Hywel Dda UHB - Senior R&D Operations Manager) <Caroline.Williams5@wales.nhs.uk>; Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager) <Trish.PJ.Mathias-Lloyd@wales.nhs.uk>; Barbara Morgan (Hywel Dda UHB - SDM/Senior Nurse School Nursing and Childhood Immunizations) <Barbara.Morgan2@wales.nhs.uk>; Bethan Lewis (Hywel Dda UHB - Hospital Head of Nursing GGH) <Bethan.Lewis9@wales.nhs.uk>; Carol Cotterell (Hywel Dda UHB - Assistant Director Operational Nursing & Quality Acute Services) <Carol.Cotterell@wales.nhs.uk>; Carol Thomas nee Bevan (Hywel Dda UHB - Head of Nursing (Withybush General Hospital)) <Carol.ThomasneeBevan@wales.nhs.uk>; Ceri Griffiths (Hywel Dda UHB - Community Head of Nursing) <Ceri.Griffiths7@wales.nhs.uk>; Chris Hayes (Hywel Dda UHB - Nurse Staffing Programme Lead) <Chris.Hayes@wales.nhs.uk>; Claire Hurlin (Hywel Dda UHB - strategic Head Community and Chronic Conditions) <Claire.E.Hurlin@wales.nhs.uk>; Dawn Jones (Hywel Dda UHB - Hospital Head of Nursing) <Dawn.R.Jones@wales.nhs.uk>; 'Debbie Fenlon' <d.r.fenlon@swansea.ac.uk>; Gill Webber (Hywel Dda UHB - Head of Nursing - PPHr) <Gill.S.Webber@wales.nhs.uk>; Julie Jenkins (Hywel Dda UHB - Carmarthen County Head of Midwifery) <Julie.Jenkins2@wales.nhs.uk>; Karen Barker (Hywel Dda UHB - Head of Nursing - Scheduled Care) <Karen.Barker@wales.nhs.uk>; Liz Wilson (Hywel Dda UHB - SDM/Senior Nurse) <Liz.VI.Wilson@wales.nhs.uk>; John Gammon (Independent Board Member - Hywel Dda UHB) <John.Gammon@wales.nhs.uk>; Mandy Davies (Hywel Dda UHB - Assistant Director of Nursing & Quality Improvement) <Mandy.Davies3@wales.nhs.uk>; Mandy Nichols-Davies (Hywel Dda UHB - Head of Safeguarding) <Mandy.Nichols-Davies@wales.nhs.uk>; Mandy Rayani (Hywel Dda UHB - Director of Nursing, Quality and Patient Experience)

<Mandy.Rayani@wales.nhs.uk>; Olwen Morgan (Hywel Dda UHB - Hospital Head of Nursing) <olwen.morgan@wales.nhs.uk>; Paula Evans (Hywel Dda UHB - Directorate Nurse) <Paula.Evans11@wales.nhs.uk>; Polly Leett (Hywel Dda UHB - Senior Nurse Primary Care) <Polly.Leett@wales.nhs.uk>; Sara Rees (Hywel Dda UHB - Head of Service Adult) <Sara.Rees@wales.nhs.uk>; Sarah Cameron (Hywel Dda UHB - Head of Community Nursing) <sarah.cameron2@wales.nhs.uk>; Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing) <Sharon.Daniel5@wales.nhs.uk>; Sian Hopkins (Hywel Dda - Quality Improvement Lead) <Sian.Hopkins6@wales.nhs.uk>; Sian Passey (Hywel Dda UHB - Assistant Director of Nursing Assurance & Safeguarding) <Sian.M.Passey@wales.nhs.uk>; Sonia Briggs (Hywel Dda Health Board - Senior Project Officer, Workforce) <Sonia.Briggs2@wales.nhs.uk>; Tracey Evans (Hywel Dda UHB - Head of Community Nursing - Ceredigion) <Tracey.Evans142a29@wales.nhs.uk>; Vanessa Davies (Hywel Dda UHB - Occupational Health Adviser) <Vanessa.Davies2@wales.nhs.uk>; Vicki Broad (Hywel Dda UHB - Head Of Long Term Care) <Vicki.Broad@wales.nhs.uk>
Cc: Nikki Palser (Hywel Dda UHB PA to Lisa Gostling, Director of Workforce & OD) <Nikki.M.Palser@wales.nhs.uk>; 'Guard S.J.' <s.j.guard@swansea.ac.uk>; Chantal Thomas (Hywel Dda UHB - Assurance Safety Officer) <Chantal.Thomas@wales.nhs.uk>; Marilyn Lewis (Hywel Dda UHB - PA) <Marilyn.Lewis@wales.nhs.uk>; Catherine Thomas (Hywel Dda UHB - Administrator) <Catherine.Thomas8@wales.nhs.uk>; Jeanette Jones (Hywel Dda UHB - Personal Assistant) <Jeanette.M.Jones@wales.nhs.uk>; Nicky Griffith (Hywel Dda UHB - Application Support Trainer) <Nicky.Griffith@wales.nhs.uk>; Amanda Glanville (Senior Workforce Advisor) <Amanda.glanville@wales.nhs.uk>;

Subject: RE: SNMT draft agenda

Good morning

Please see attached a slightly amended draft agenda for SNMT on 18th February. Amanda has asked for a slot to discuss the evaluation of the implementation of the All Wales Career Framework and discuss current position.

Please can all papers be submitted by noon on 10th February 2020.

regards

Emily

Emily Davies

CP i / PA to Mandy Rayani

Cyfarwyddwr Nyrsio, Ansawdd A Phrofiad Y Claf

Director of Nursing, Quality and Patient Experience



GIG
NHS

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Corporate Offices

Ystwyth Building

Hafan Derwen

St David's Park

Jobswell Road

Carmarthen

Swyddfeydd Corfforaethol

Adelad Ystwyth

Hafan Derwen

Parc Dewi Sant

Heol Jobswell

Caerfyrddin

SA31 3BB

Ffôn Telephone: 01267 239713 WHTN 01826 4713

E-Bost/E-Mail: emily.davies2@wales.nhs.uk

W

SNMT...b.docx

54 KB

SENIOR NURSE TEAM MEETING

Tuesday 18th February 2020, Boardroom, Ystwyth or via VC 512764

A G E N D A

	ITEM	TIME	LEAD	
1807.37	Welcome and Apologies	9am	Mandy Rayani (Chair)	
1807.38	Minutes and Action Points from 4 th December meeting Matters arising – Packing of orifices	9:10am	Mandy Rayani	
1807.39	Skills to Care SBAR	9:30am	Trish Mathias- Lloyd/Sharon Daniel	
1807.40	Electronic tagging policy	9:50am	Mandy Davies	
1807.41	Fit to sit	10:10am	Mandy Davies	
1807.42	Chaperone Policy and Version Control Overview	10:30am	Sharon Daniel/Carol Cotterell	
Comfort break 10:50am				
1807.44	Staff to publish flowchart	11:05am	Caroline Williams	
1807.45	Nutrition Champion Nurse development - next steps	11:25am	Karen Thomas	
1807.46	Knowing you	11:45am	Louise Nevard	
1807.47	Mandatory training	12pm	Sian Hall	
Break for Lunch 12:25pm				
1807.48	Improving of medicines management	1pm	Mandy James/Sharon Daniel	
1807.49	New HEIW commissioning process	1:50pm	John Gammon	Verbal

✱

1807.50	Nursing & Midwifery strategy	2:05pm	Sharon Daniel	
1807.51	Study leave update	2:25pm	Dan Blyth	
1807.52	Making every contact count	2:45pm	Craig Jones	
1807.53	All Wales Career Framework: Evaluation and next steps	3:05pm	Amanda Glanville	✱
	AOB For information – NHS Wales Uniform and dress code – reminder for comments https://heiw.nhs.wales/files/chief-executive-updates/stakeholder-update-december-2019/ IPC Patient Admission Clinical Risk Assessment & Screening Tool HCSW National Conference – 11th March			
<u>Date of Next Meeting:</u> Thursday 12th March, 12-4pm, Medical Education Lecture Theatre, Hafan Derwen				



HCSW Celebration Event 2020

‘Celebrating Achievements and Efforts’

Time	Title	Speaker
9.30am	Registration and Coffee/Tea	
10.00am	Welcome from Chair (including housekeeping and introductions)	Lisa Gostling <i>Director of Workforce and Organisational Development</i>
10.10am	A message from Chief Exec	Steve Moore (Chief Executive)
10.20am	Where it began...	Liz Hargest, Health Education and Improvement Wales
10.40am	The journey so far... • OT • Mental Health • General Nursing • Level 4 into Pre-registration Nursing	<i>Amanda Glanville</i>  Claire Simms Nadine Morgan/Alison Evans/Eleanor Cecil Trish Mathias-Lloyd Amanda Jones
12.00pm	<i>Lunch</i>	
1.00pm	From the learners... Video 1 messages from students Level 4 student Video 2 messages from students Student Nurse Video 3 messages from students	Various Rachel Wall Various Kerry Jones Various
1.45pm	Journey ahead... Theatres Open University	Theatres Professional Development Team Majella Kavanagh (Staff Tutor, Open University)

2.15pm	Awards... Best Learner Best Tutor/Assessor Best Support/Mentor Unsung Hero	To be presented by Mandy Rayani (Director of Nursing)
2.45pm	A message from the Director of Workforce & OD	Lisa Gostling (Director of Workforce and Organisational Development)
2.55pm	Close from the Chair	Lisa Gostling (Director of Workforce and Organisational Development)
3.00pm	<i>Break: Tea/Coffee and Welsh cakes</i>	
3.15pm	Workshops... <i>How do you see yourself in 4 years time?*</i> 1) Nursing 2) Level 4 3) All Wales Career Framework Evaluation and CPD	Amanda Jones Andrew Evered Amanda Glanville/Trish Mathias-Lloyd
4.00pm	Close of Event	

* Workshops:

- 1) A discussion with Amanda Jones on the various Pre-Registration Nursing Programmes.
- 2) A discussion with Majella Kavanagh on the route to nursing through the Open University.
- 3) A discussion with Shelley Dony on the Level 4 Certificate in Health Care.
- 4) A discussion with Amanda Glanville and Trish Mathias-Lloyd on continuous professional development within the role as a HCSW and evaluation and feedback of the implementation of the All Wales Career Framework.



FEEDBACK



- Managers need greater support with identifying who goes on courses in what order and how they manage this at ward/service level.
- Told it was mandatory, although many staff have not yet had to start it, especially those close to retirement. If it is mandatory, then it is mandatory.
- Wish there was more face to face contact at the beginning and posters.
- Not a complete pathway for Mental Health, which is as clear as the others
- Level 3 was hard, wish that there was level 2 funding to allow staff to do level 2.
- Would have preferred more time to attend college. Once a month not enough.
- As it's a requirement, why should work be done in own time
- Induction process was clear. Offered time.
- Can we look at an easier study leave process
- Helpful tutors at college.
- Wish the start dates were not so far away.
- Could there be a video about the All Wales Career Framework so all staff can see it on social media?

17

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Amanda.Glanville@wales.nhs.uk

Subject: FW: Apprenticeship Induction

Date: 29 Feb 2020 at 17:03:53

To: Amanda Glanville

amandaglanville@gmail.com

From: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing)

[<Sharon.Daniel5@wales.nhs.uk>](mailto:Sharon.Daniel5@wales.nhs.uk)

Sent: 16 February 2020 11:59

To: Amanda Glanville (Hywel Dda UHB - Organisational Development Officer)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Subject: FW: RE: Apprenticeship Induction

Hi Amanda

This cannot happen. I have spoken to his ward manager and he can start on the next induction. I will also be discussing this in my senior nurse meetings.

We will get there.

Thanks

Amanda

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Sent: 08 February 2020 09:47

To: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing) [<Sharon.Daniel5@wales.nhs.uk>](mailto:Sharon.Daniel5@wales.nhs.uk)

Subject: FW: RE: Apprenticeship Induction

Hi Sharon

Please see email trail below. Adam needs the qualification to be compliant to the All Wales Career Framework. I am having more and more of these.

Please advise

Thanks

Amanda

From: [REDACTED] (Hywel Dda UHB - Ward Clerk) [<\[REDACTED\]@wales.nhs.uk>](mailto:[REDACTED]@wales.nhs.uk)

Sent: 07 February 2020 09:12

page 1 of 3

To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

<Amanda.Glanville@wales.nhs.uk>

Subject: RE: Apprenticeship Induction

Thank you

Yes, I am a HCSW.

Best Regards

[REDACTED]

[REDACTED]

Hafan Dderwen

Hywel Dda University Health Board

Carmarthen

SA31 3BB

01267 239615

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

<Amanda.Glanville@wales.nhs.uk>

Sent: 07 February 2020 08:51

To: [REDACTED] (Hywel Dda UHB [REDACTED]) <[\[REDACTED\]@wales.nhs.uk](mailto:[REDACTED]@wales.nhs.uk)>

Subject: RE: Apprenticeship Induction

Hi Aled

Can I confirm that you are a HCSW? I will look further into this.

Thanks

Amanda

-----Original Appointment-----

From: [REDACTED] (Hywel Dda UHB - [REDACTED]) <[\[REDACTED\]@wales.nhs.uk](mailto:[REDACTED]@wales.nhs.uk)>

Sent: 07 February 2020 08:49

To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Subject: Declined: Apprenticeship Induction

When: 10 February 2020 00:00 to 11 February 2020 00:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Ty Dyffren, Rhoda Frank, Ammanford, SA18 2QE

Hi Amanda

Study leave declined by the directorate. I've been told by my line manager I am not to attend this course now.

I tried to explain I need it for my job, but she has said that this is not an option as she will need to cover my shifts.

Thanks Aled

	Number of Band 2 HCSWs (Head Count)	Number with at least Level 2 Health related qualification, or meets Framework Requirements	% with at least Level 2 Health related qualification, or meets Framework Requirements	Number of Band 3 HCSWs (FTE/Head Count)	Number with at least Level 3 Health related qualification, or meets Framework Requirements	% with at least Level 3 Health related qualification, or meets Framework Requirements	Number of Band 4 HCSWs (FTE/Head Count)	Number with at least Level 4 Health related qualification, or meets Framework Requirements	% with at least Level 4 Health related qualification, or meets Framework Requirements
Nursing Adult	670	103	15.37%	129	19	15%	37	6	16%
Nursing Child	19	15	78.95%	57	10	18%	45	2	4%
Nursing Mental Health	49	16	32.65%	145	33	23%	19	3	
Nursing Learning Disability	6	2	33.33%	77	6	8%	21	2	10%
Nursing Community	1	8	800.00%	142	20	14%	39	4	10%
Maternity	76	8	10.53%	20	0	0%	0	0	#DIV/0!
Operating Theatres	19	4	21.05%	33	4	12%	0	0	#DIV/0!
Occupational Therapy	6	1	16.67%	23	2	9%	46	2	4%
Physiotherapy	2	0	0.00%	33	2	6%	45	3	7%
Speech and Language service	0	0	#DIV/0!	8	1	13%	18	0	0%
Dietetics	1	0	0.00%	0	0	100%	3	3	100%
Radiology	8	1	12.50%	23	1	4%	5	3	60%
Bank / Temporary Staff (on Bank only contracts)	643	57	8.86%	197	4	2%	37	0	0%
Podiatry	0	0	100.00%	5	1	20%	3	0	0%
Other Allied Health Discipline	4	0	0.00%	11	3	27%	2	0	0%
CAMHS	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
Welsh Blood Service	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
Totals	1504	215	14.30%	903	106	12%	320	28	9%

5AMOC
Criteria 3.3,
3.1,

Baseline Data

All Wales
Career
Framework
Data
2017

Health Board Position Against HCSW Framework as of December 31st 2018											
Number of Band 2 HCSWs (Head Count)	Number with at least Level 2 Health related qualification, or meets Framework Requirements	% with at least Level 2 Health related qualification, or meets Framework Requirements	Number of Band 3 HCSWs (FTE/ Head Count)	Number with at least Level 3 Health related qualification, or meets Framework Requirements	% with at least Level 3 Health related qualification, or meets Framework Requirements	Number of Band 4 HCSWs (Head Count)	Number with at least Level 4 Health related qualification, or meets Framework Requirements	% with at least Level 4 Health related qualification, or meets Framework Requirements	Numbers of HCSWs (Head Count) in other Bands (Please specify Bands)	Number with a Health related qualification, or meets Framework Requirements and its Level	% with a Health related qualification, or meets Framework Requirements and its Level
Nursing Adult	610	120	137	16	12%	9	0	0%		#DIV/0!	#DIV/0!
Nursing Child	17	3	31	7	23%	24	2	8%		#DIV/0!	#DIV/0!
Nursing Mental Health	74	12	103	14	14%	2	0	0%		#DIV/0!	#DIV/0!
Nursing Learning Disability	2	0	80	15	19%	15	3	20%		#DIV/0!	#DIV/0!
Nursing Community	103	19	132	46	28%	9	1	11%		#DIV/0!	#DIV/0!
Maternity	52	5	16	1	6%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Operating Theatres	23	4	20	0	0%	9	0	0%		#DIV/0!	#DIV/0!
Occupational Therapy	0	0	18	4	22%	30	0	0%		#DIV/0!	#DIV/0!
Physiotherapy	5	0	20	6	30%	20	0	0%		#DIV/0!	#DIV/0!
Speech and Language Service	0	0	3	0	0%	17	1	6%		#DIV/0!	#DIV/0!
Dietetics	0	0	0	0	#DIV/0!	3	0	0%		#DIV/0!	#DIV/0!
Radiology	1	1	24	1	4%	5	0	0%		#DIV/0!	#DIV/0!
Bank / Temporary Staff (on Bank only contracts)	131	12	5	1	20%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Podiatry	0	0	3	0	0%	2	0	0%		#DIV/0!	#DIV/0!
Other Allied Health Discipline	0	0	0	0	0%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
CAMHS	0	0	7	3	43%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Wish Blood Service	0	0	0	0	0%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Totals	1038	176	632	114	18%	746	7	5%	0	0	#DIV/0!

Criteria
3.3, 3.1

All Wales
Career
Framework
Data
2018.

Health Board Position Against HCWS Framework as of December 31st 2019

	Number of Band 2 HCSWs (Head Count)	Number with at least Level 2 Health related qualification, or meets Framework Requirements	% with at least Level 2 Health related qualification, or meets Framework Requirements	Number of Band 2 HCSWs (FTE Head Count)	Number with at least Level 3 Health related qualification, or meets Framework Requirements	% with at least Level 3 Health related qualification, or meets Framework Requirements	Number of Band 3 HCSWs (Head Count)	Number with at least Level 4 Health related qualification, or meets Framework Requirements	% with at least Level 4 Health related qualification, or meets Framework Requirements	Numbers of HCSWs (Head Count) in other Bands (please specify Bands)	Number with a Health related qualification, or meets Framework Requirements and its Level	% with a Health related qualification, or meets Framework Requirements and its Level
Nursing Adult	738	230	31.25%	186	38	20%	23	19	83%		#DIV/0!	#DIV/0!
Nursing Child	22	10	45.45%	34	9	26%	26	5	19%		#DIV/0!	#DIV/0!
Nursing Mental Health	143	8	5.59%	170	26	15%	1	2	200%		#DIV/0!	#DIV/0!
Nursing Learning Disability	1	1	100.00%	78	18	23%	14	3	21%		#DIV/0!	#DIV/0!
Nursing Community	63	26	41.27%	147	62	42%	16	1	6%		#DIV/0!	#DIV/0!
Maternity	51	5	9.80%	6	3	50%		1	#DIV/0!		#DIV/0!	#DIV/0!
Operating Theatres	18	4	22.22%	17	11	65%	3	0	0%		#DIV/0!	#DIV/0!
Occupational Therapy	0	2	#DIV/0!	12	5	42%	42	1	2%		#DIV/0!	#DIV/0!
Physiotherapy	3	0	0.00%	32	8	25%	39	3	8%		#DIV/0!	#DIV/0!
Speech and Language Service	0	0	#DIV/0!	3	3	100%	21	3	14%		#DIV/0!	#DIV/0!
Dietetics	0	0	#DIV/0!	0	0	#DIV/0!	3	2	67%		#DIV/0!	#DIV/0!
Radiology	1	1	100.00%	26	8	31%	7	3	43%		#DIV/0!	#DIV/0!
Bank / Temporary Staff (on Bank only contracts)	545	287	52.68%	20	19	95%	1	1	100%		#DIV/0!	#DIV/0!
Podiatry	0	0	#DIV/0!	2	0	0%	2	0	0%		#DIV/0!	#DIV/0!
Other Allied Health Discipline	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!		#DIV/0!	#DIV/0!
CAMHS	0	0	#DIV/0!	1	1	100%	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Wish Blood Service	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!		#DIV/0!	#DIV/0!
Totals	1583	574	36.26%	732	211	29%	198	44	22%	0	0	#DIV/0!

Criteria
3.3, 3.1

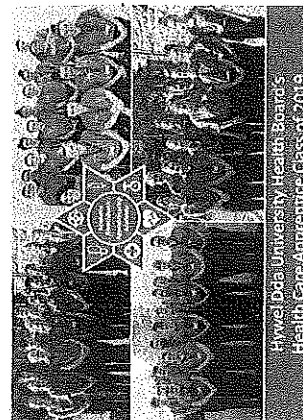
All Wales Career
Framework
Data 2019.

Description	Cost
Staff Costs	£106,183
Aged Certification - All Wales Induction	£13,387
Aged Certification - Other Accreditation – Units towards OT, Physiotherapy Support	£24,000
Printing Costs	£6,000
Assessor & Internal Quality Assurance Training	£4,910
Full Assessors Qualification x 4 – £1160	
Introduction to Assessor and IQA Training 6 Cohorts x 2 days @ £625 = £3750	
Level 4 Training – Year 2	£86,045
17 staff @ £1,785 = £30,345	
20 Staff @ £1,785 = £35,700	
Aged Centre Licence	£530
Celebration Event	£5,000
Total Cost	226,055 (Surplus £9,314)
Total Allocation from HEIW £235,369	Surplus allows for additional IQA Qualifications, assessor training and unclaimed units during Feb & March)

Apprentice Academy

- Healthcare Apprentice Programme 2019
(47 x Adult General Nurses in 2026)
- Healthcare Apprentice Programme 2020
(50 x Adult General Nurses in 2027)
- Patient Experience Programme 2019
(4 x Patient Experience Officers)

**This is just the start!
Growing Our Own
Workforce from Our Own
Rural Communities**



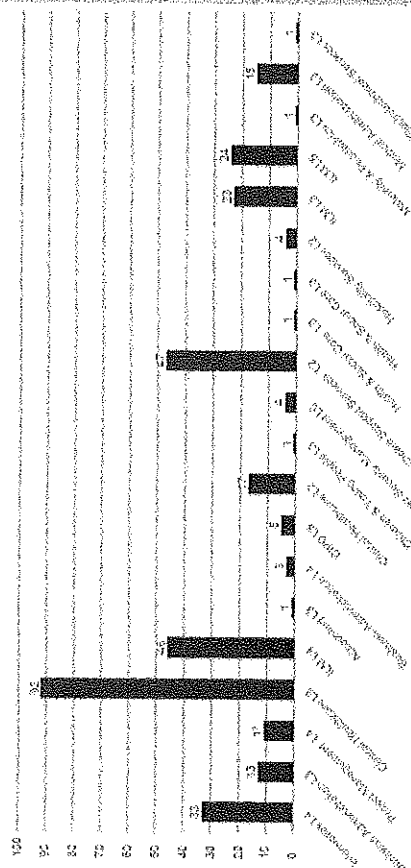
Hywel Oda University Health Board's
Health Care Apprentice Class of 2019

Presentation delivered to external stakeholders - Criteria 2.2, 2.4, 3.1, 3.2, 3.3.

HEIW Funding for HCSW Development



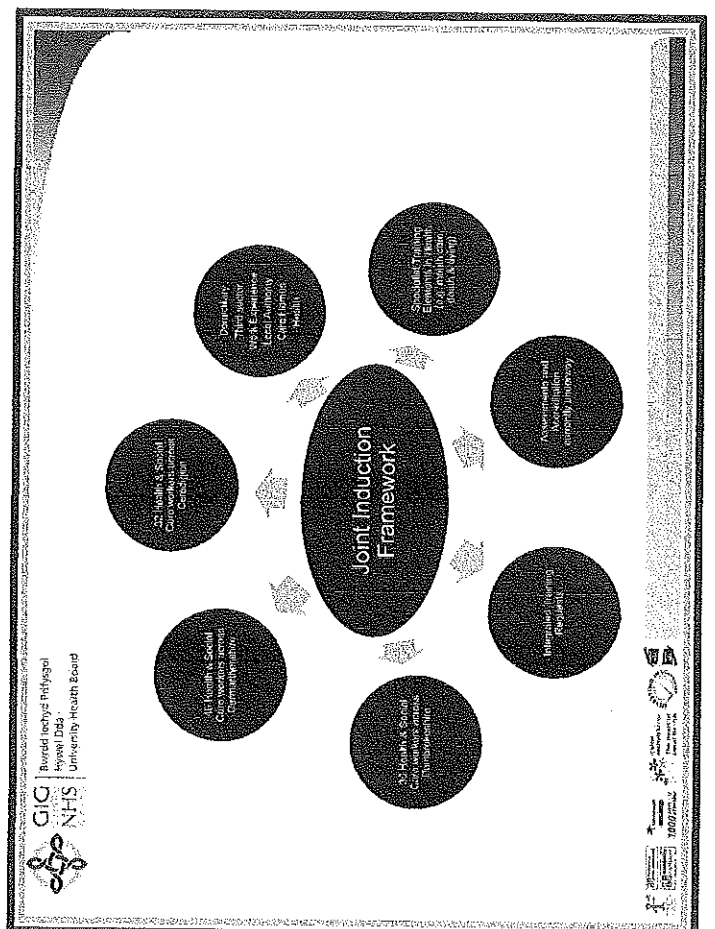
Apprenticeship Utilisation 2019/2020



2020/2021 Proposal	
Description	Cost
Starting Costs Band 5 - £37,407 & Band 3 - £25,465	£62,872
Agreed Certification - All Wales Clinical Induction 624 10 credits @ £3.20	£19,568
All Wales Joint Induction Framework to Health and Social Care (Extension of pilot programme to maintain momentum and encourage qualification attainment, match funded by local authority)	£30,000
Assessor & Internal Quality Assurance Training	£13,750
Full Assessors Qualification x 10 @ £250 = £2,500	
Introduction to Assessor and IQA Training 10 cohorts x 2 days @ £625 = £6,250	
Level 4 IQA Training x 10 @ £750	
Agreed Certification of units in terms of: Physiotherapy Support, Podiatry Support, Periparturative Support, Primary Care, Facilities Support, Clinical Imaging, Dietetics Support, Rehabilitation Support	£45,080
Joint Training Initiatives piloting the delivery of joint training including level 3 qualifications/units including rehabilitation support, occupational therapy, 4 cohorts 12 staff	£9,215
Level 4 Training - Year 2	£164,000
20 staff @ £2050 = £41,000	
60 Staff @ £2050 = £123,000	
Increased significantly to create an infrastructure. Managed by corporates nursing to implement AP roles to support the Nurse Staffing Act	
Agreed Centre Licence	£530
Pricing and Resource Costs	£5,500
Reach Your Potential Road Shows - Offering advice and guidance and promote achievement and progression to HCSW (including facilities, primary care, community, nursing and therapies)	£5,000
Total Cost	356,919

All Wales Joint Induction Framework for Health & Social Care

- The region wants to embed the induction training in its workforce plans going forward, providing integrated working benefits.
- 30k being requested to fund working from Nov 2020 – March 2021 to be able to plan for roll out of induction across health & social care in 2021 / 2022.
- Pilot has been very positive and currently under review and evaluation.



Joint Induction Framework Next Steps

- Complete evaluation
- Finalise resources
- Develop scheme of work
- Support other organisations to roll out similar programmes
- Embed integrated training across Hywel Dda footprint

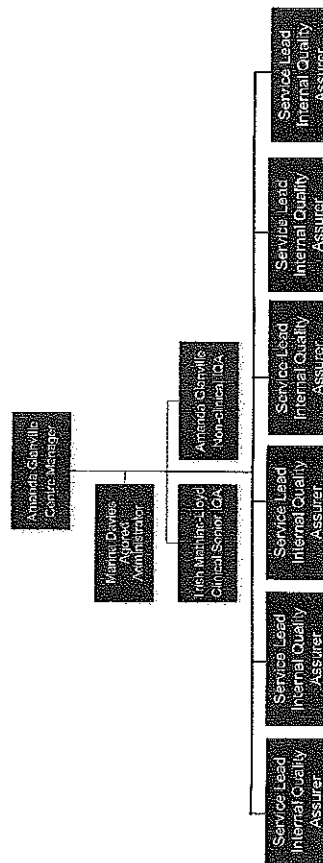
Our Progress

- Staff costs have been reduced as integrated into the Clinical Education Team structure
- Introduced update training for all staff
- Existing staff encouraged to attend full clinical induction as a refresher
- Piloted the Joint Induction Framework for Health and Social Care
- Level 4 programme now being delivered in Aberystwyth to support rural workforce
- Recognition of the Band 4 Assistant Practitioners Role as a profession
- All Wales Career Framework embedded
- Bespoke Inductions for Healthcare Apprentices
- Adopting a fully integrated workforce development programme with domiciliary care, third sector, local authority and care homes keeps our community in their homes, reduces admissions to acute care, supporting the Healthier Wales vision and our HB transformation of services
- Apprenticeship Career Pathways in Healthcare and Patient Experience

All Wales Career Framework Data

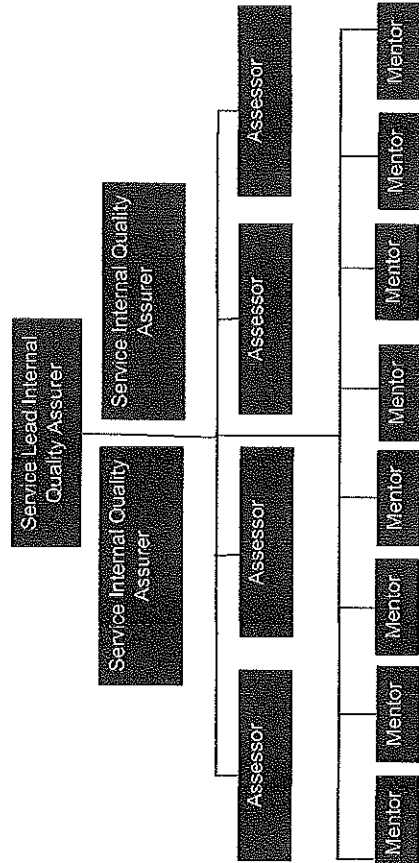
- December 2018 shows HCSW holding a level 2 minimum was 24%, increasing to 35% in December 2019.
- Process set up for capturing data using ESR.
- Band 2 compliance has increased from 17% in 2018, to 36%
- Band 3 compliance has increased from 18% in 2018, to 29%
- Band 4 compliance has increased from 5% in 2018, to 22%
- Overall compliance has increased from 17% in 2018 to 40%

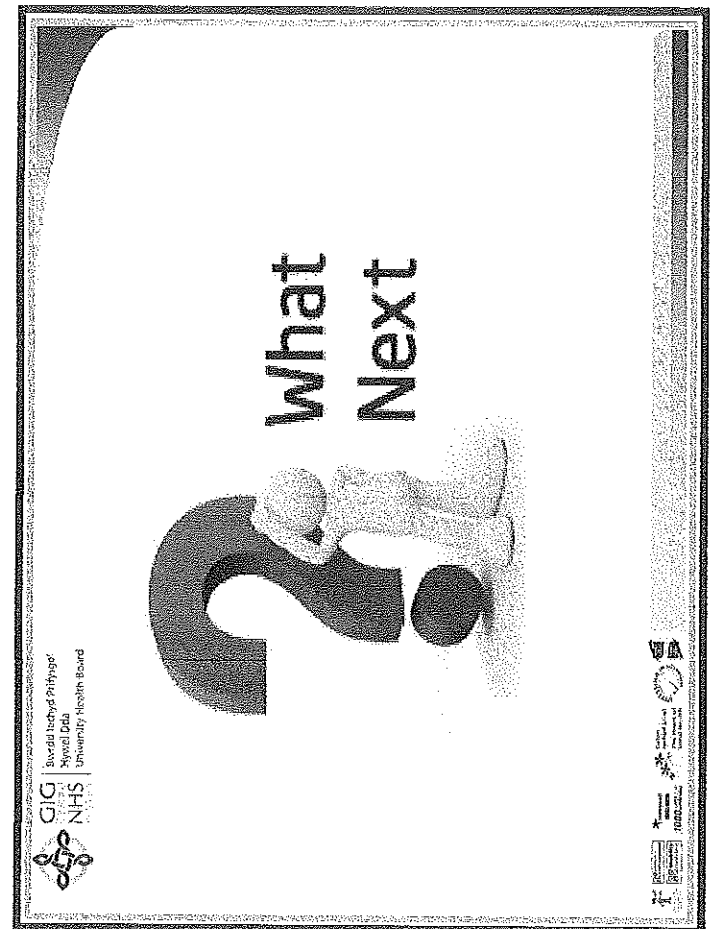
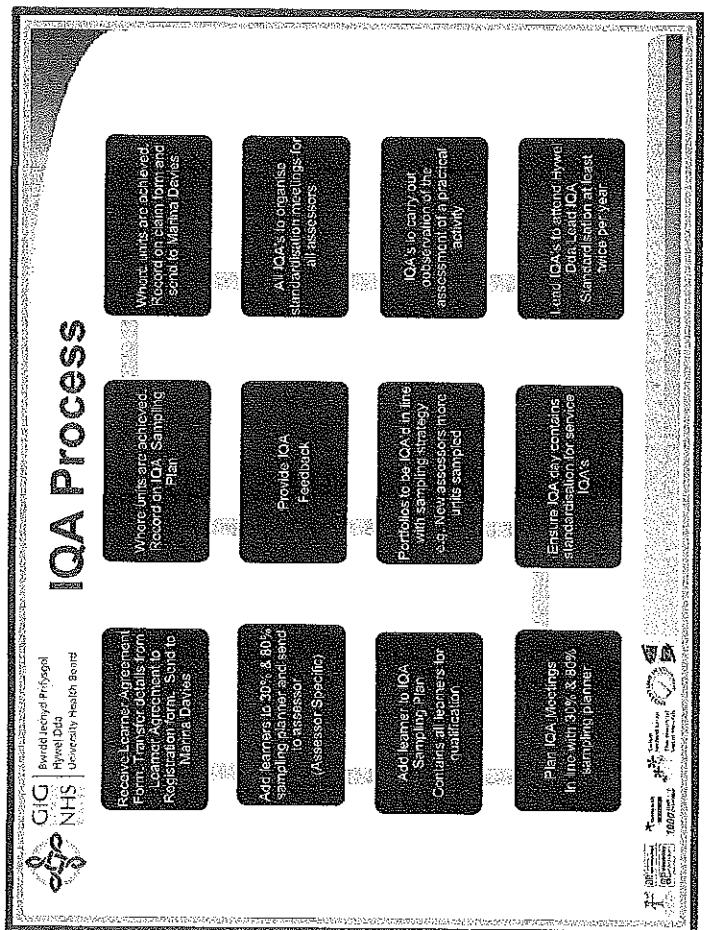
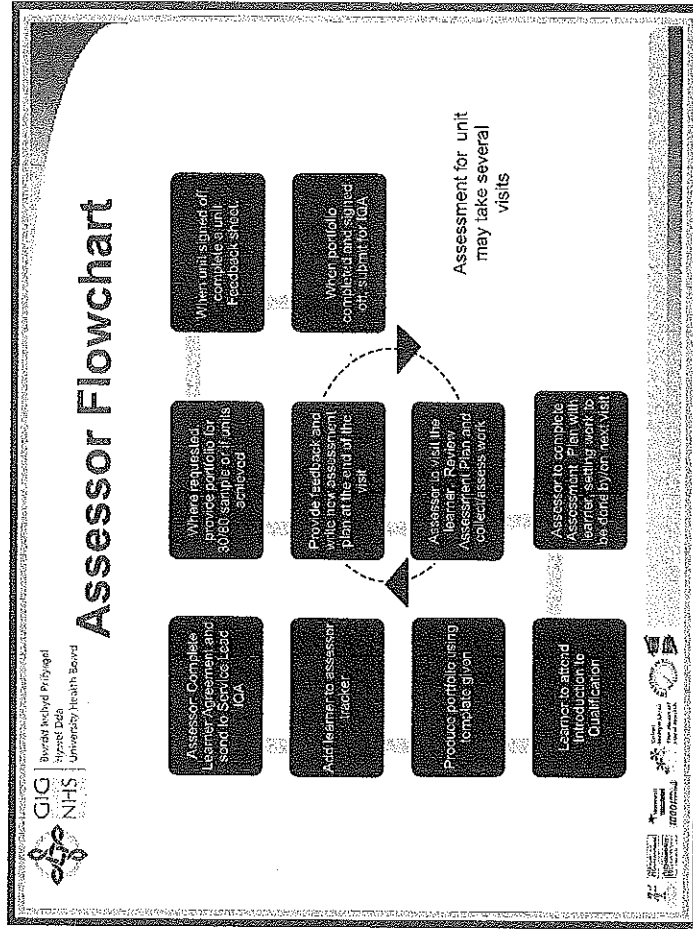
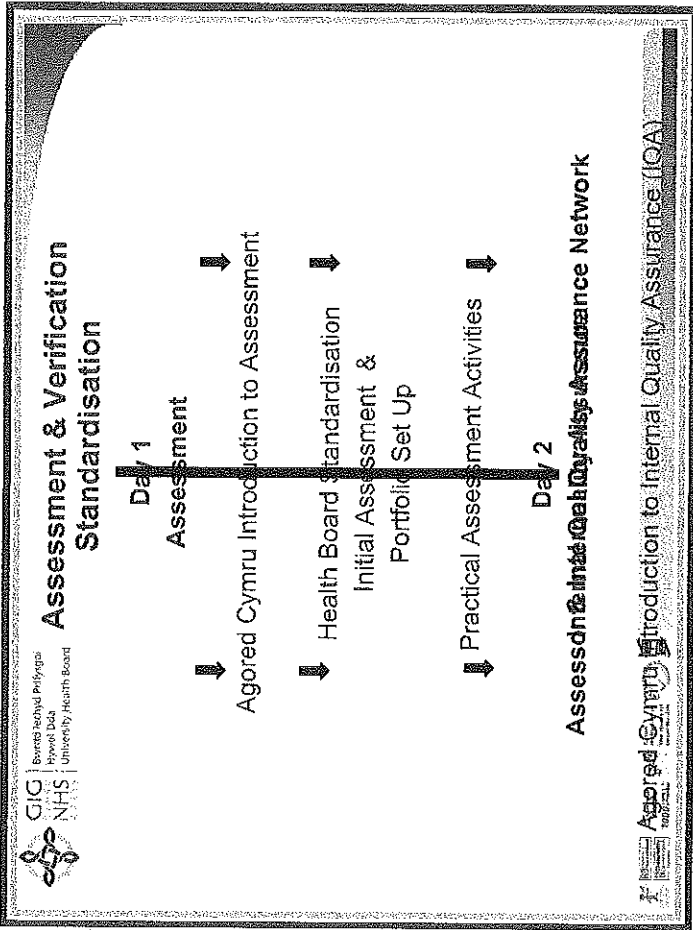
Creating an Infrastructure



Service Agored Assessor Team

Service Assessment Team





Qualification Delivery Timeline	
Qualification	Expected Timeline
Podiatry Support Level 3	February 2020
Perioperative Care Level 3	March 2020
Occupational Therapy Level 3	Ongoing
Physiotherapy Level 3	Ongoing
Rehabilitation Level 3	April 2020
Primary Care Level 3	Transfers to Workforce April 2020
Speech and Language L3	May 2020
Facilities Support Level 2	May 2020
Dietetics Support Level 3	June 2020
Facilities Level 3	July 2020
Healthcare Science	September 2020
Clinical Imaging	TBC

Holistic Delivery Working as One

- GDPR
- Effective Communication
- Infection Control
- Role of the HCSW
- Safeguarding
- Professional Development & Practice
- Health and Safety
- Equality & Diversity

**Reducing Demands of Clinical Services
Access to Training for Social Care**

Partnership Working

- Agree Training Providers to begin Partnership Working across three counties, including Social Care
- Use apprentice frameworks to develop our existing workforce
- Develop non clinical apprentice career pathways including in estates, clinical coding and legal services
- Work with HEIW to develop additional pathways to registration including therapies
- Joint induction apprentice initiatives

How can HEIW help?

- Streamline workforce development to include workforce in all 'All Wales' Groups
- Support the Health Boards to ensure qualifications included in Apprenticeship Frameworks
- Level 2 Apprenticeships in Facilities and Health in Wales
- Support sharing of best practices across Wales



23

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
Amanda.Glanville@wales.nhs.uk
Subject: FW: HEIW HCSW Funding.pptx
Date: 29 Feb 2020 at 16:49:44
To: Amanda Glanville
amandaglanville@gmail.com

From: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>
Sent: 04 February 2020 08:29
To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
<Amanda.Glanville@wales.nhs.uk>
Cc: Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager)
<Trish.PJ.Mathias-Lloyd@wales.nhs.uk>
Subject: RE: HEIW HCSW Funding.pptx

Hi

Thanks, this looks great.

I'm happy for you to say we're exploring the possibility for apprentices to work across Health & Social care.

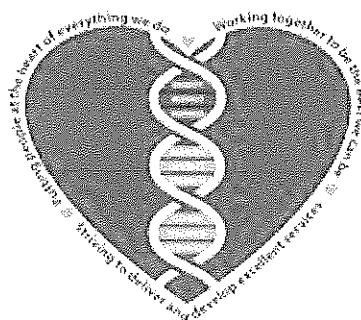
Lisa

Lisa Gostling
Director of Workforce & OD
Hafan Derwen, Parc Dewi Sant,
Jobs Well Road,
Carmarthen,
Carmarthenshire,
SA31 3BB
Tel: 01267 239722

Cyfarwyddwr Y Gweithlu a Datblygu Sefydliadol
Hafan Derwen, Parc Dewi Sant,
Heol Jobs Well,
Caerfyrddin,
Sir Gaerfyrddin
SA31 3BB
Rhif Ffôn: 01267 239722

Email/ E-bost: lisa.gostling@wales.nhs.uk

Page 1 of 3



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Gall yr e-bost hwn gynnwys gwybodaeth gyfrinachol. Os ydych yn credu eich bod wedi derbyn yr e-bost hwn trwy gamgymeriad, a wnewch chi dderbyn ein hymddiheuriadau. Peidiwch â datgelu, anfon ymlaen, printio na dosbarthu'r wybodaeth yn yr e-bost hwn na gwneud unrhyw beth gan ddibynnu ar ei gynnwys - gwaherddir hyn yn llwyr a gall fod yn anghyfreithlon. Rhowch wybod i'r anfonwr bod y neges wedi mynd ar grwydr cyn ei ddileu. Gall cynnwys yr e-bost hwn fod yn agored i ddatgeliad cyhoeddus o dan Côd y GIG ar fod yn Agored neu'r Ddeddf Rhyddid Gwybodaeth 2000. Felly ni ellir sicrhau cyfrinachedd y neges hon, y cynnwys nac ychwaith unrhyw ateb iddi.

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

[<Amanda.Glanville@wales.nhs.uk>](mailto:Amanda.Glanville@wales.nhs.uk)

Sent: 03 February 2020 21:42

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) [<Lisa.Gostling@wales.nhs.uk>](mailto:Lisa.Gostling@wales.nhs.uk)

Cc: Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager) [<Trish.PJ.Mathias-Lloyd@wales.nhs.uk>](mailto:Trish.PJ.Mathias-Lloyd@wales.nhs.uk)

Subject: HEIW HCSW Funding.pptx

Importance: High

Hi Lisa

Page 2 of 3

Here is the presentation from HEIW tomorrow. I have covered all they asked for including funding 2019/2020, funding 2020/2021, best practice, use of apprenticeship funding, sustainability, integrated working, etc.

Didn't know whether to mention Joint apprentices without checking with you first.

If you could let me know if you are happy with content, that will be great. I will do a final proof read in the morning.

Thanks

Amanda

page 3 of 3

<Trish.PJ.Mathias-Lloyd@wales.nhs.uk>

Sent: 04 February 2020 15:04

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development) <Lisa.Gostling@wales.nhs.uk>

Cc: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)
<Amanda.Glanville@wales.nhs.uk>

Subject: HEIW

Hi Lisa,

Just in the car on the way back from HEIW after the presentation Amanda was awesome, she blew them away with the presentation and the narrative, delivering a professional presentation.

They were asking a couple of questions throughout but we did not get the grilling we thought.

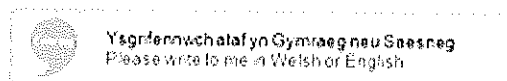
It was very positive.

Hopefully, we will get what we asked for or close to it.

Cofion Gorau/ Kind Regards

Trish

Trish Mathias-Lloyd



Rheolwr Addysg Glinigol

Clinical Education Manager

Bwrdd Iechyd Hywel Dda yw enw gweithredol Bwrdd Iechyd Lleol Hywel Dda

Hywel Dda Health Board is the operational name of Hywel Dda Local Health Board

Gall yr e-bost hwn gynnwys gwybodaeth gyfrinachol. Os ydych yn credu eich bod wedi derbyn yr e-bost hwn trwy gamgymeriad, a wnewch chi dderbyn ein hymddiheuriadau. Peidiwch Âg datgelu, anfon ymlaen, printio na dosbarthu'r wybodaeth yn yr e-bost hwn na gwneud unrhyw beth gan ddibynnu ar ei gynnwys - gwaherddir hyn yn llwyr a gall fod yn anghyfreithlon. Rhowch wybod i'r anfonwr bod y neges wedi mynd ar grwydr cyn ei ddileu. Gall cynnwys yr e-bost hwn fod yn agored i ddatgeliad cyhoeddus o dan CÂ'd y GIG ar fod yn Agored neu'r Ddeddf Rhyddid Gwybodaeth 2000. Felly ni r sicrhau cyfrinachedd y neges hon, y cynnwys nac ychwaith unrhyw ateb iddi.

This e-mail may contain confidential information. If you believe that you have received this e-mail in error please accept our

Criteria 2.3,

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Amanda.Glanville@wales.nhs.uk

Subject: FW: HEIW

Date: 9 Feb 2020 at 13:29:05

To: Amanda Glanville

amandaglanville@gmail.com

From: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development)) <Lisa.Gostling@wales.nhs.uk>

Sent: 04 February 2020 16:29

To: Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager) <Trish.PJ.Mathias-Lloyd@wales.nhs.uk>

Cc: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor) <Amanda.Glanville@wales.nhs.uk>

Subject: RE: HEIW

Fabulous news, thank you both for going.

Look forward to a discussion about it and finding how much they allocate us to progress the project this year.

Lisa

Lisa Gostling

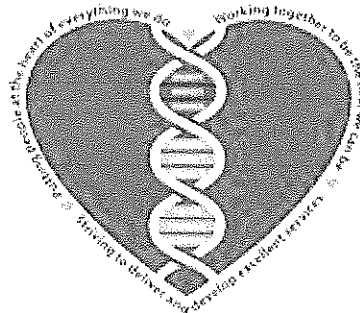
Director of Workforce & OD

Hafan Derwen, Parc Dewi Sant,
Jobs Well Road,
Carmarthen,
Carmarthenshire,
SA31 3BB
Tel: 01267 239722

Cyfarwyddwr Y Gweithlu a Datblygu Sefydliadol

Hafan Dêrwen, Parc Dewi Sant,
Heol Jobs Well,
Caerfyrddin,
Sir Gaerfyrddin
SA31 3BB
Rhif Ffôn: 01267 239722

Email/ E-bost: lisa.gostling@wales.nhs.uk



From: Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager)

25

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Amanda.Glanville@wales.nhs.uk

Subject: FW: Hywel Dda All Wales Career Framework Data

Date: 29 Feb 2020 at 16:46:05

To: Amanda Glanville

amandaglanville@gmail.com

From: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development)) <Lisa.Gostling@wales.nhs.uk>

Sent: 12 February 2020 15:00

To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

<Amanda.Glanville@wales.nhs.uk>

Subject: Re: Hywel Dda All Wales Career Framework Data

Hi

Sorry I've not responded yet. Yes please, I am happy for you to send.

This shows a significant improvement in data. Well done.

Sent from my iPad

On 12 Feb 2020, at 14:34, Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor) <Amanda.Glanville@wales.nhs.uk> wrote:

Hi Lisa

Can I ask if your happy for me to send this to HEIW please?

Thanks

Amanda

From: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor)

Sent: 08 February 2020 16:33

To: Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development))

Cc: Trish Mathias-Lloyd (Hywel Dda UHB - HCSW Development Manager); Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)

Subject: Hywel Dda All Wales Career Framework Data

Importance: High

Hi Lisa

Page 1 of 3

Wondering if you could sign this off the send to HEIW please. Significant improvement on last year.

Thanks

Amanda

Hi Tessa

Please see attached the data for Hywel Dda. I have Just made a few comments to support the data:

- December 2018 shows HCSW holding a level 2 minimum was 24%, increasing to 35% in December 2019. As well as additional qualifications undertaken/achieved, this is also the inputting of Certificates on ESR.
- Band 2 compliance has increased from 17% in 2018, to 36%
- Band 3 compliance has increased from 18% in 2018, to 29%
- Band 4 compliance has increased from 5% in 2018, to 22%
- Overall compliance has increased from 17% in 2018 to 40%

The following are not included:

- B5 Assistant Psychologist not included in the data
- B5 Play Specialists not included
- B7 Senior Behavioural Practitioners
- B7 Councillors

Additional Qualifications Inductions planned for 2020/2021 (with planned numbers):

- Rehabilitation Support Level 3 x 15
- Podiatry Support Level 3 x 5
- OT Support Level 3 x 12
- SALT Support Level 3 x
- Perioperative Support Level 3 x 10
- Physiotherapy Support Level 3 x 10

- Monthly Inductions Clinical Healthcare L3

Thanks

Amanda

<Annual HCSW Framework Qualifications data 31st December 2019.xlsx>

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