

The path to improvement and learning in people management

Introduction

My previous experience incorporates operational management and resourcing in the Welsh Ambulance Service, I joined Hywel Dda Health board in 2019 as a Senior Workforce Manager: Bank & E-Rostering, since then I have learnt a lot in the role and have chosen to undertake a Postgraduate Diploma in Strategic Human Resource to improve my knowledge and allow me to apply the learning I have completed to my role as senior workforce manager Linkdn (2023).



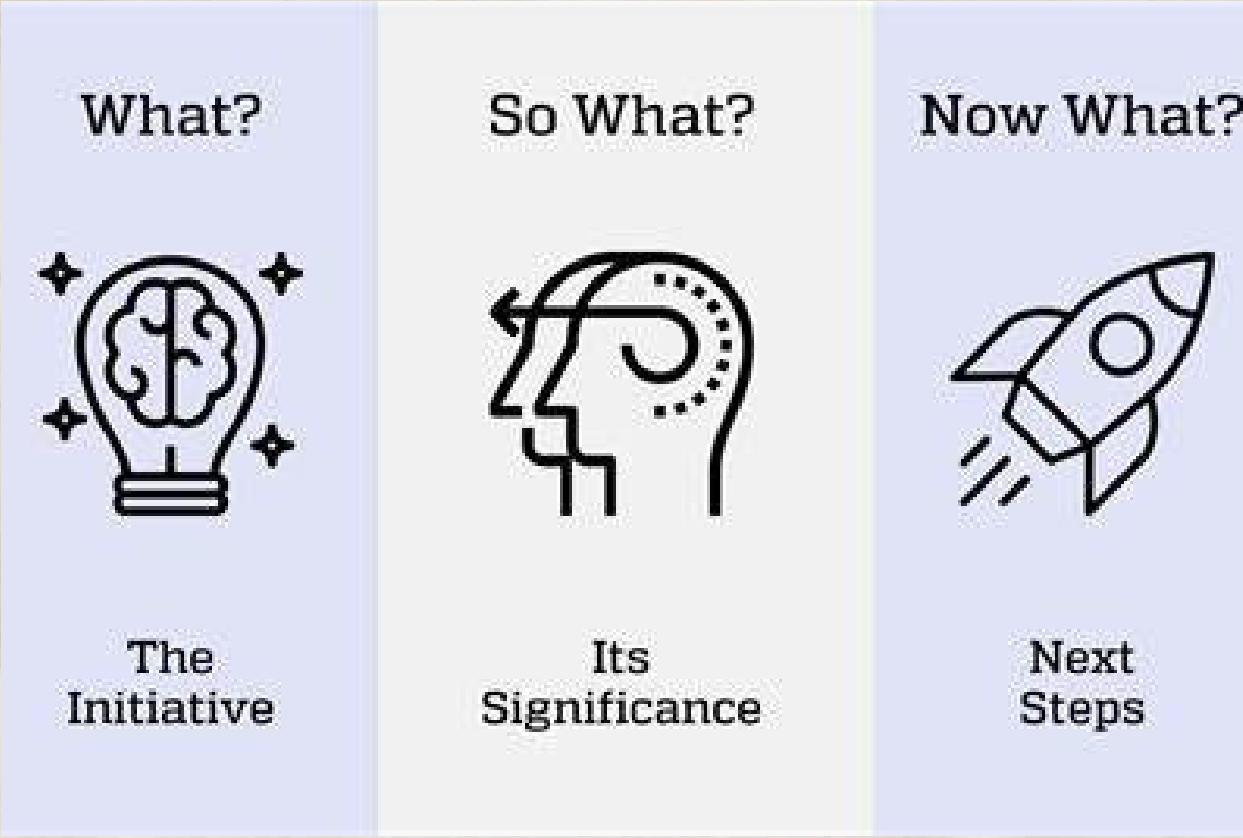
Word Count - 4518

Vol No. 1

Reflective Model

I will be using a reflective model to better understand and reflect on my practice as a workforce manager. Reflective practice at its essence it is reflecting on what has been learnt, what was the outcome achieved, and could anything have been done differently to improve the result or mitigate any negatives in the process. I will look at what I have learnt, what did not go too well, what can be learnt from this process to take into my role and what can I do next to learn from this CIPD (2022a)

The reflective model I have chosen is Rolfe et al. (2001) it is a reflective model is based on three questions

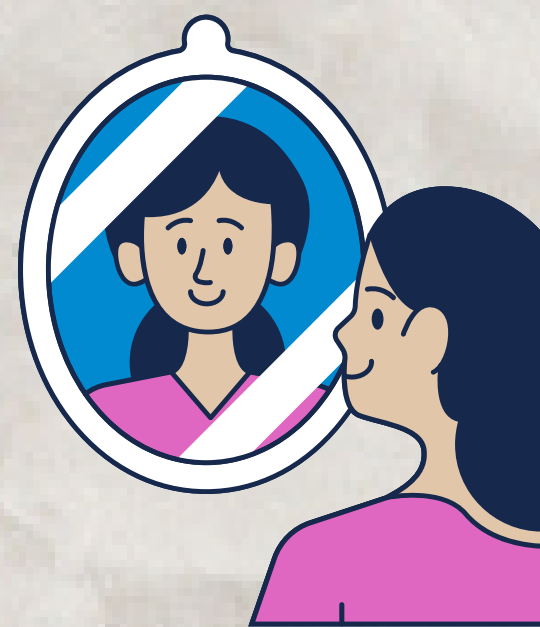


What?	So What?	Now What?
·Is the problem?	·Does this tell me?	·Do I need to resolve or improve the situation?
·Is my role in the situation?	·Was going through my mind	·Broader issues need to be considered?
·Am I trying to achieve?	·Did I base my actions on?	·Might be the consequences of the action?
·Actions did I take?	·Other knowledge can I bring to the situation?	
·Was the response of others?	·Is my understanding of the situation?	
Are the consequences?		

The path to improvement and learning in people management

Critical Reflection

Critical reflection allows you to understand what has happened and how you can improve outcomes in the future. A connection between what happened during that period and what can be reflected on. I have chosen the examples and the significant of them. My examples are not always positive, but I feel they have been important in my learning as a manager and a HR professional U of G Library (2018).



Ethical Practice, Professional Courage and Influence – Roster Policy



My line manager requested I lead the review of the Roster Policy for Hywel Dda Health board, this policy is for Nursing, Medical, Allied Professionals, Estates and admin and clerical. This was the first time I have had to lead on this type of work within this health board, so the processes where all new to me. I started by asking for guidance from my line manager and the head of HR to support the process James, M. (2023).

The roster policy also need to consider rostering systems within the health board. Nursing within Hywel Dda use E-Rostering, there needed to be a specific appendix to cover E-Rostering along with detail on how to roster in line with the All-Wales nurse staffing levels legislation. I formed a group based on the expertise required, to achieve this I spoke to the heads of nursing to ensure I could get volunteers from operational nursing who could support the process, an addition to this where the leads from corporate nursing and HR Senedd (2021).

Partnership working is part of our goals within HR, I requested volunteers from our Trade Unions to support the process. The importance of this is to ensure correct governance and equity of decision making on the policy, I proceeded to set up the meeting by asking for volunteers to support the process CIPD (2023).

I was requested to turn this policy review around quickly due to the length of time that the policy hadn't been reviewed. There was a timescale applied to the review of 3 months, to ensure this review process was quick. Due to the engagement needed and the complexity of the policy I spoke to the head of HR and requested that we have a four-month period to review totalling four meetings. The first meeting was to set out the Terms of Reference for the group to allow all supporting stakeholders to understand the policy and what we were trying to achieve. It was also important that the policy was understood, complementary, flexible, practical, and enforceable CIPD (2022b).

The path to improvement and learning in people management



I based my policy creation on HR disrupted model which is a process that aims to slim line and ensure policy it easy for managers and staff to action. This is also the guided process when creating policy within Hywel Dda. This was communicated to all stakeholders to ensure agreement, there where challenges as the main policy would only include legislation and governance with most of the policy split out into appendices, this was to make using the policy easier for managers and staff, once this process was explained agreement was unanimous to proceed with this plan Disruptive HR (2022).

The difficulty for this roster policy review was to ensure that the policy met the requirement of the nurse staffing levels while also providing enough technical detail to allow new members to use the policy without over complicating it. I was also aware that the group wanted to keep the policy as simple as possible but keeping the technicality needed using E-Rostering. This could complicate the creation of the policy, but I sought out experts in our corporate nursing team to support the policy process. This allowed me to work in partnership to create a policy that covered the legislation requirements while balancing the detail needed in the policy by having operational nurses on the panel Hywel Dda Health Board (2021).

I set out four meetings, I also highlighted to the group the urgency to review this policy and submit to the required governance groups for authorisation. The fourth meeting was a hold for a review, ideally only three meetings would need to take place to review and implement. During the meeting I provided a breakdown of the policy and set out the outcomes needed, the group was set up with support from Operational Nursing, Trade Unions, HR, and Corporate Nursing to allow a rounded discussion on the topics. This is to ensure that ethically the policy supports both managers and employees in a fair manner CIPD (2019).



The path to improvement and learning in people management



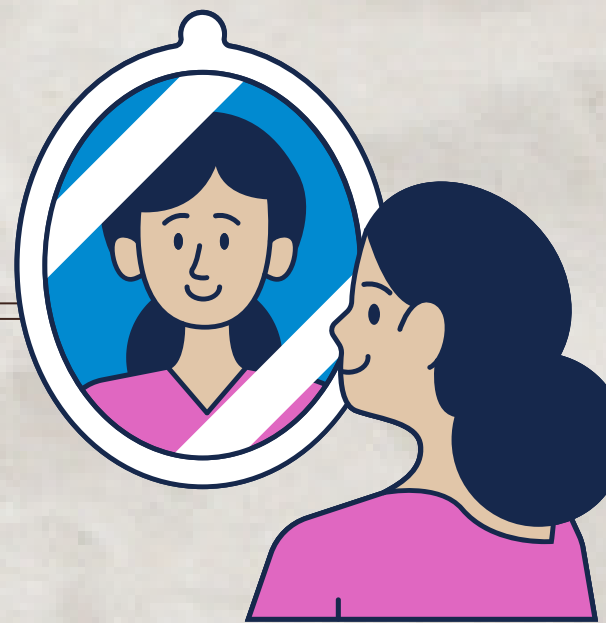
The differing approach had a positive impact on all staff groups taking part including the trade unions, the discussions where the right type of disruption, creating a sense of purpose and ensuring a balanced picture between employee and employer. Giving managers the space to make decisions rather than trying to box them into a process. Sourcing solutions rather than focusing on problems. The short nature of the meetings allows priority discussions to take place. Updates to the policy would be done between meetings by volunteers from the task and finish group. These where then brought back to subsequent meetings for approval. where updates to the policy would take place during the down time between meetings. Ensuring ethical processes during the discussions Disrupted HR (2023).

With this positivity there was still a challenge, the meetings were set out as three meetings with a fourth if required. After the third meeting, I communicated to the group that the policy submission to our People and Organisational Development Committee for review and agreement, the group agreed this would be acceptable. During the meeting, the trade unions raised that they had not seen the final policy so where unable to sign it off. I had mistaken the agreement to mean that the policy submitted for agreement needed finalising first Hinkin, H. (2023).

I reflected on this action, and reviewed my objectives, I felt that I had tried too hard to surpass the deadline for the policy rather than spend then time suitably allowing feedback prior to the policy submission to PODCC for review and agreement. I contacted the trade union to set up the fourth meeting with the policy finalised. Agreement was had for implementation of the policy. Since this I have researched Emerson, M. (2023) to support my communication skills, I have also reviewed my ability to manage and make tough decisions, I’ve done this by speaking to my managers to get feedback on how the process has gone and by researching ethics, moral and role responsibilities to understand when to challenge timescales imposed that don’t suit the project undertaken Pilner, E. (2020).



The path to improvement and learning in people management



Valuing People and Working Inclusively – Team reconfiguration



As a new manager I took over a team of sixteen staff, spread over three teams, rostering, bank and invoicing. The team were used to using old technology and processes, my role was to introduce change supported by a new rostering system and improve the team’s processes to make them more effective. The challenges was to engage with the whole team and introduce change through the short term, medium term, and long term. The current pressures within the team around new and existing staff and the introduction of new posts to support the team improve efficiencies Gleeson, B. (2020).

The team are made up of new and old recruits who had been part of previous management change that hadn’t improved process or made the workload less for the team. This highlighted the challenge for change to me. The team were used to working together but only to achieve day to day tasks rather than reviewing the current procedures and what could be done to improve them not only for the business but also for themselves Watkins, D. (2019).

The culture within the team required a change, this was to ensure the team could be developed and also better understand the need for change, I started by giving them a voice in the decisions that are made within the team, also supporting them to develop into areas where they were passionate about. The teams are also made up of 3 different specialities. Improving working together to ensure better cross boundaries and work more effectively to create positive outcomes CMI (2020).



The path to improvement and learning in people management



Improving the team's retention by allowing them to develop and improve their own skills to support themselves and the team, linking this to improve collaborative work. This was set out by having 1-2-1 discussions with the team to support positive conversations around staff development and what goals the team would be responsible for. Team meetings were set up to keep track of our work and allow the team to feedback. Feedback could also be provided via email or directly to a supervisor or myself dependant on preference. It could also be given anonymously NHS Employers (2022).

Sharing the best working practices within the teams, allowing them to undertake a day in the life with other areas allowed a better understanding of the workings of the whole team. Sharing these findings in the team meetings allowed the team to discuss improvements and cross boundary working that would support the goals of the team. The team took ownership of goals and I along with the supervisors supported them to improve processes. Supporting them where the newly appointed supervisors allowing them to work together to create a more structured support network Mesh, J. (2020).

The team I manage are also part of a larger team that covers Resource and Utilisation, this brings in skills from digital workforce and efficiency, valuing their professional skill and knowledge, I asked the other teams if they would be willing to share their processes with us. Allowing the section of workforce to not only have a better understanding of what we all do, but also to create a support framework for future projects or ongoing work improving efficiency Marchese, L. (2021).



The path to improvement and learning in people management



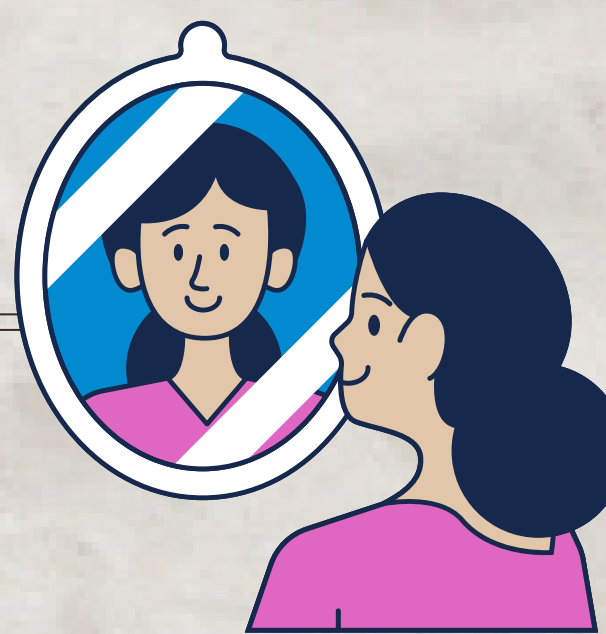
Managing individuals that didn't want to partake was especially challenging. Additional one to one meeting where needed to address concerns and work through challenges. Fear of change and working with employees that might not have the experience necessary to improve where difficulties within the teams. Training was identified and provided to new employees to support them and improve the induction process. The plan now is to create a structure that allows progression internally valuing the teams experience and knowledge Allen-Hardisty, L. (2021).

Starting with the supervisor positions which were vacant. This created a challenge where experienced and non-experienced staff applied for the positions, this created conflict between the team during the shortlisting and interview process. Understanding the needs of the team and how to communicate feedback of those unsuccessful. The feedback included providing them with a set improvement plan, around interview prep and technique. A discussion around lived experiences through work was also undertaken to help link essential and desirable criteria to interview prep Indeed (2022).

To improve inclusive working while valuing people, it's important to be open and honest in communication to the team. I have felt this has improved the discussions and allowed worries about change to be discussed openly and honestly by managers, supervisors, and the teams. This has created a more inclusive team, where challenges can be discussed openly and shared between specialities to improve outcomes. Inductions have been changed to ensure value is placed on the team members joining first, allowing them to understand what each part of the business does, creating a better understanding and building those important team relationships as early as possible. This impacts the existing culture and will drive a positive change CIPD (2021).



The path to improvement and learning in people management



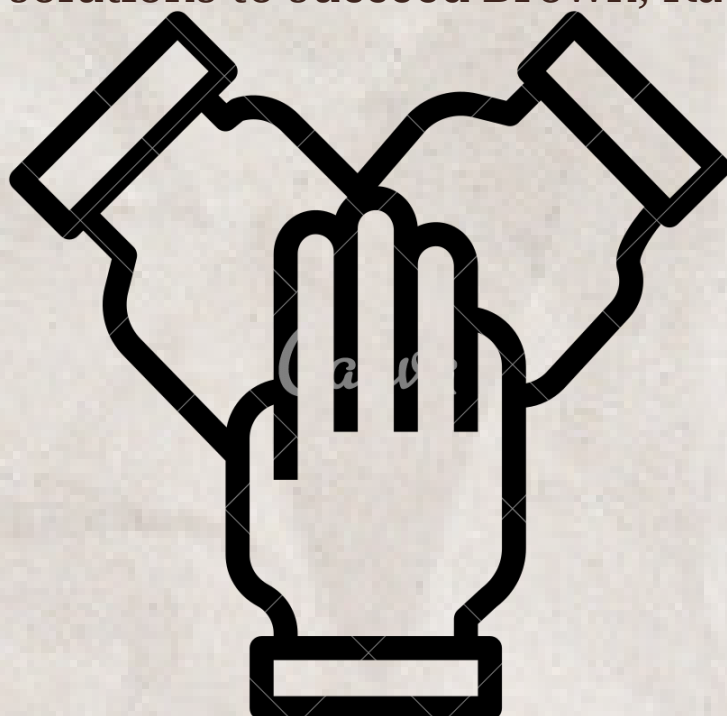
Passion for learning and Insights focused – Temporary staffing group



During my first two years I was invited to be part of all wales temporary staffing group, supporting the use of agency and bank staff within NHS Wales. All health boards in Wales have a place on the board and I was nominated from Hywel Dda due to my position in leading E-Rostering and Bank staff within the health board. This group has allowed me to learn from experts in the field across Wales. Successful collaborative is key to ensure work provided by the nursing directors group or links with other health boards to support ongoing projects that impact the population of Wales and the employees within the NHS, NHS Shared Services (2022).

The agenda setting for the meetings historically are driven from the All-Wales Nursing Group, where the directors of Nursing within NHS Wales feed down important governance or improvement recommendations. A terms of reference for the group is provided by the overarching Nursing Directorate Group. As we moved into a more business as usual process with chairs assigned through the assistant directors of workforce group. I was able to influence the agenda based on the issues and goals I was seeing throughout my role within Hywel Dda. I would speak to other health boards first to understand if this problem were across NHS Wales before raising them at the group to improve collaborative working Forbes (2018).

The group was originally set up to discuss issues in relation to temporary staffing within NHS Wales. What I suggested is that we also link in with the temporary staffing groups across the UK to share best practices. This along with a revised agenda and risk log to ensure health board level risks could be seen at an All-Wales level along with resolutions of support from each area. Ensuring these are evaluated through evidence-based practice and ensure the ideas have backing from a research perspective, allows creative solutions to succeed Brown, Kat. (2023).



The path to improvement and learning in people management



The main issue with the use of temporary staffing, is its impact on patients within the health board and NHS Wales. It has been proven that the higher the use of temporary staff, patient outcomes tend to decline. Currently agency staff bookings are a challenge not just for NHS Wales but for all areas of the NHS. Understanding the background to these challenges and what we can do to mitigate this risk by learning from others, innovating the current practices to create the outcomes needed. These challenges are part of my role as a lead for bank and E-Rostering and require an entire system change. Trying to achieve these changes alone will not work Dall’Ora, C. ET, Al. (2020).

Ensuring there was an open and transparent viewpoint of agency data which could be shared across NHS Wales. This was not only to improve data around financial spend, but also to understand how our own Nursing workforce is utilised when they cover agency shifts. This is vital so that we can understand the evidence around the need, is it just down to how much they are paid or is there another driver? Better hours of work, more flexible bookings this data is invaluable to all health boards in understanding the agency workforce Audit Wales (2019).

Evaluating the data from the temporary staffing dashboard, allowed the group to better understand that temporary staffing levels were based on existing staff working agency shifts rather than external staff covering agency only. This balance was seen across NHS Wales and has highlighted the challenges that have been created to ensure that our own staff feel valued while also reducing costs paid to agencies Gov.UK (2018).



The path to improvement and learning in people management



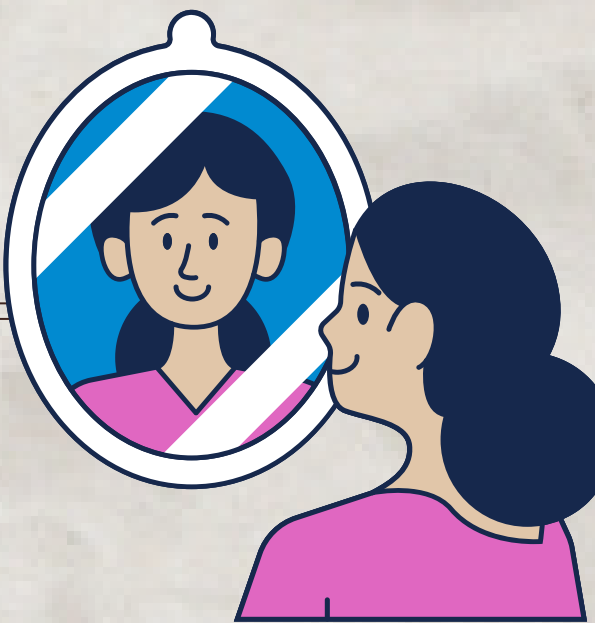
A framework has been set up using standardised pay rates for agency. The health boards in Wales are targeted to try and ensure the only agency usage is that of on-framework ensuring spend is capped. The difficulty is that due to Hywel Dda regional coverage it can be difficult to source nurses this complicates the process. The main reason for higher cost agency the drive is the vacancy levels between Nursing specialities. This has been challenging to delivery due to the nursing shortages seen across the UK. Further work still need to be done to better understand what internal support can be used through grow your own nurses or nursing apprenticeship schemes Nursing Times (2022).

The temporary staffing group has revisited its TOR and agenda items to review the data that is available using temporary staffing systems (E-Rostering). This allows discussions to be more detailed evaluating this information in line with the quantitative but also qualitative data from feedback loops created by the group. This allows insight into the complexity of temporary staffing; further work needs to continue to ensure that ideas generated to support the reduction of temporary staff can be validated. This workstream will continue with all health boards reporting their agency usage and expenditure HSJ (2022).

I feel I have been able to have a positive impact within this group. I can drive my learning, network with specialists across wales and partake in research while also sharing my own finding. I have been able to use my curiosity to drive improved outcomes. I have also evaluated the data internally to the health board providing the temporary staffing group with a pilot area to test the dashboard and supporting the outcomes required. I have now been asked to become the main support for this work and will be using my learning from this work to continue the development of the dashboard Malmqvist, J. ET, Al. (2019).



The path to improvement and learning in people management



Situational Decision-Making and Commercial Drive – High spend costs



he health board is overspent due to agency use. We are in targeted intervention due to our finances and not being able to balance them for the forthcoming fiscal year. The main high spend cost within the Health Board is the use of Off-framework agency. My role as a senior workforce manager is to manage the use of bank and temporary staffing. The issue with variable pay is that it can be difficult to forecast and can be increased when issues like COVID strike. The NHS in wales in a precarious position in relation to overspend Welsh Government (2022).

Agency reduction has been a challenge the NHS not just in nursing but all staffing groups. This along with the high vacancy rates has created a perfect storm of high-cost agencies with low availability of substantive nurses through university streamlining or onboarding. This challenge has created a cost pressure for the NHS, the reduction of agency needs to happen to return the health board to a healthy financial spend. An agency cap has been used for agency’s in wales, this has been agreed but there are still challenges to minimise off-framework use Llywodraeth Cymru (2022).

The possible solution is an agreed plan to reduce the vacancy factor for nursing in NHS Wales. One challenge is to create our own skilled staff using apprentice schemes or grow your own nurses. This plan allows long term solution to the staffing crisis but will not resolve the vacancy factor short term. Instead, NHS Wales will be looking at international nurses, my role will be to lead this work within Hywel Dda BBC (2021).



The path to improvement and learning in people management



To mitigate these costs, I created an escalation process due to the rising agency spend across the health board. This process has been used in previous occasions where we have been in targeted intervention, the process can be complex and can put additional pressures on the operational nursing teams. I created a decision matrix based on the vacancy level of each ward area. This is linked to the recruitment processes we have currently in place to support the increase of nursing establishment. I worked closely with operational leads, heads of nursing, senior nurses to ensure the process is streamlined to operational needs, while asking questions around the escalation of agency requests NHS England (2023).

This work links directly to Welsh Government plan to increase nursing numbers within Wales. The government have notified pay increases to Agenda for Change staff which includes a reduction in agency use. Through improving salary payments and non-pay recommendations the government have put forward a plan to improve substantive staff pay. Cost savings linked to increased substantive pay with a reduction to agency to create value for public sector budgets Welsh Government (2023).

Supporting this work is the international nursing recruitment project, this project's goal is to source over three hundred nurses to reduce the vacancy factor within Hywel Dda Health Board. I am the lead on this work ensuring delivery and governance, it involves sourcing the nurses, placing them, and improving current processes to increase effectiveness within the Nursing teams. Cost is one of the goals a reduction of £3.5million over a 24-month period based on the premium of the nursing agency shifts. I create papers recommending the next steps to the programme and highlighting any risks to the executive board. Within these papers I must use critical decision making to ensure priority issues are highlighted with options to mitigate and improve Hywel Dda (2023).



The path to improvement and learning in people management



The first phase included Glangwili hospital, I have reflected on my learning from the past five months of working with the site, introducing an escalation process that has had a positive impact on reducing agency spend, while meeting the needs of operational nursing. There have been challenges especially around data reporting to ensure accurate vacancy factors Owen, D. (2023).

Savings projections although accurate will have a lag due to the implementation of new staffing. This savings process is likely to be delayed from month 4 to month 8 within the project cycle, this information has been communicated to the executive team. Further work is also ongoing to ensure costings for induction of staff and the change to improve first pass rates for the international nurses. This process will continue to be reviewed during the project to ensure forecasted savings can be reported as accurately as possible Saffo, P. (2017).

I have started to link with other international nursing leads across wales, this is to share best practice and support the ongoing project. It also helps with the situational decision making that I need to make during the project, allowing me to have a team across wales to support the issues and sharing best practices will lead to better outcomes. Sharing our own challenges and improvements has also helped move the project on from a costly agency based international pilot to sourcing our own international nurses possibly saving further costs. These costs do need to be forecasted and internal process might need to be changed to support NHS England (2023).



The path to improvement and learning in people management

Referencing

Allen-Hardisty, L. (2021) Dealing With A Difficult Team Member? Five Tips To Help You Make Better Decisions Faster. Available at: <https://www.forbes.com/sites/forbescoachescouncil/2021/02/09/dealing-with-a-difficult-team-member-five-tips-to-help-you-make-better-decisions-faster/?sh=20d17e2f42fd> (Accessed: 20/04/2023).

Audit Wales (2019) NHS spending on agency staff has “increased markedly” in recent years. Available at: <https://www.audit.wales/news/nhs-spending-agency-staff-has-increased-markedly-recent-years#:~:text=NHS%20agency%20spend%20in%20Wales%20peaked%20at%20%C2%A3164.4,and%20a%20further%20third%20on%20nurses%20and%20midwives.> (Accessed: 19/04/2023).

BBC (2021) Covid: Apprentice says staff found skills 'in the darkness'. Available at: <https://www.bbc.co.uk/news/uk-wales-55901862> (Accessed: 24/04/2023).

Brown, Kat. (2023) Evaluating Sources - Criteria. Available at: <https://guides.lib.vt.edu/BCHM1014/EvaluatingInfoSources> (Accessed: 19/04/2023).

CIPD (2019) Ethics at work: An employer’s guide. Available at: <https://www.cipd.org/uk/knowledge/guides/ethics-work-guide/#fairness-and-organisational-politics/> (Accessed: 23/04/2023).

CIPD (2021) Inclusion top tips for hybrid working. Available at: <https://www.cipd.org/uk/knowledge/guides/inclusion-hybrid-working/> (Accessed: 18/04/2023).

CIPD (2022b) HR policies. Available at: <https://www.cipd.org/uk/knowledge/factsheets/hr-policies-factsheet/> (Accessed: 23/04/2023).

CIPD (2023) Working with trade unions. Available at: <https://www.cipd.org/uk/knowledge/guides/working-trade-unions/#why-do-hr> (Accessed: 24/04/2023).

CIPD(2022a) Reflective Practice in CPD activity – what does it really mean?. Available at: <https://cpduk.co.uk/news/reflective-practice-in-cpd-activity-what-does-it-really-mean> (Accessed: 05/01/2022).

CMI (2020) Toxic team cultures, and how to improve them. Available at: <https://www.managers.org.uk/knowledge-and-insights/article/toxic-team-cultures-how-to-improve/> (Accessed: 23/04/2023).

CMI (2023) GUIDE to the COMPLETION of A PERSONAL DEVELOPMENT PLAN at: <https://www.managers.org.uk/wp-content/uploads/2020/04/Personal-Development-Plan-Example-Guide.pdf> (Accessed: 04/05/2023).

Dall’Ora, C. ET, AL. (2020) 'Temporary Staffing and Patient Death in Acute Care Hospitals: A Retrospective Longitudinal Study', Journal of Nursing Scholarship, 52, 210-216.

Disrupted HR (2023) CASE STUDY: FRESH TAKES ON EMPLOYMENT POLICY. Available at: <https://disruptivehr.club/case-study-fresh-takes-on-employment-policy/> (Accessed: 23/04/2023).

Disruptive HR (2022) THE EMPLOYMENT POLICY MAKEOVER. Available at: <https://disruptivehr.club/the-employment-policy-makeover-2/> (Accessed: 23/04/2023).

Emerson, M. (2020) 8 Tips For Better Communication Skills. Available at: <https://www.forbes.com/sites/harvard-division-of-continuing-education/2023/02/06/8-tips-for-better-communication-skills/?sh=a7ec9736993f> (Accessed: 24/03/2023).

Forbes (2018) NHS Shared Services (2022) . Available at: <https://www.forbes.com/sites/theyec/2018/04/04/11-ways-to-identify-worthwhile-networking-opportunities/?sh=f06ff8a773d1> (Accessed: 21/04/2023).

Gleeson, B. (2020) 9 Simple Ways To Improve Team Effectiveness. Available at: <https://www.forbes.com/sites/brentgleeson/2020/07/08/9-simple-ways-to-improve-team-effectiveness/?sh=7d6d19bf6ad5> (Accessed: 22/04/2023).

Gov.UK (2018) Evaluation methods: evaluation in health and wellbeing. Available at: <https://www.gov.uk/guidance/evaluation-in-health-and-wellbeing-methods> (Accessed: 16/04/2023).

HBR (2023) How to Answer “What Are Your Strengths and Weaknesses? at: <https://hbr.org/2023/05/how-to-answer-what-are-your-strengths-and-weaknesses> (Accessed: 04/05/2023).

Hinkin, H. (2023) PODCC Minutes of Meeting February 23. Hywel Dda. Unpublished.

HSJ (2022) How can the NHS make the most of temporary staff?. Available at: <https://www.hsj.co.uk/workforce/how-can-the-nhs-make-the-most-of-temporary-staff/7032180.article> (Accessed: 23/04/2023).

Hywel Dda (2023) Financial Statements, budgets, and variance reports. Available at: <https://hduhb.nhs.wales/about-us/governance-arrangements/freedom-of-information/guide-to-our-information/class-two/class-two/financial-statements-budgets-and-variance-reports/> (Accessed: 23/04/2023).

Hywel Dda Health Board (2021) Annual Assurance Report on compliance with the Nurse Staffing Levels (Wales) Act (NSLWA) 2020-2021. Available at: <https://hduhb.nhs.wales/about-us/governance-arrangements/board-committees/quality-safety-and-experience-committee-qsec/qsec/qsec-13-april-2021/item-3-2-1-nurse-staffing-levels-wales-act-draft-annual-report-2020/> (Accessed: 23/04/2023).

Indeed (2022) 6 Advantages and 5 Disadvantages of Internal Recruitment. Available at: <https://www.indeed.com/career-advice/career-development/disadvantages-internal-recruitment#:~:text=5%20cons%20of%20internal%20recruitment%201%201.%20Creating,culture%20...%205%205.%20Encouraging%20unfair%20promotions%20> (Accessed: 19/04/2023).

James, M. (2023) 436 Resource Policy. Hywel Dda. Unpublished.

Linkdn (2023) Dan Owen. Available at: <https://www.linkedin.com/in/dan-owen-23aa14221/> (Accessed: 24/04/2023).

Llywodraeth Cymru (2022) NHS Wales Performance Framework 2022-2023 . Available at: <https://www.gov.wales/sites/default/files/publications/2022-06/nhs-wales-performance-framework-2022-2023.pdf> (Accessed: 19/04/2023).

Malmqvist, J. ET, AL. (2019) 'Conducting the Pilot Study: A Neglected Part of the Research Process? Methodological Findings Supporting the Importance of Piloting in Qualitative Research Studies', Conducting the Pilot Study: A Neglected Part of the Research Process? Methodological Findings Supporting the Importance of Piloting in Qualitative Research Studies, 18. Available at: <https://doi.org/10.1177/1609406919878341>

Marchese, L. (2021) 'How The 'Silo Effect' Is Hurting Cross Team Collaboration', Trello, 16/11. Available at: <https://blog.trello.com/tips-to-improve-cross-team-collaboration> (Accessed: 22/04/2023).

Mesh, J. (2020) 'How To Structure And Motivate Your Team To Be More Collaborative', Trello, 10/09. Available at: <https://blog.trello.com/how-to-structure-motivate-team-to-be-more-collaborative> (Accessed: 22/04/2023).

Mind Tools (2022) SMART Goals. Available at: <https://www.mindtools.com/a4wo118/smart-goals> (Accessed: 01/12/2022).

NHS Employers (2022) Handbook Improving staff retention. Available at: <https://www.nhsemployers.org/publications/improving-staff-retention> (Accessed: 22/04/2023).

NHS England (2023) How to reduce use of agency staff. Available at: https://www.england.nhs.uk/wp-content/uploads/2020/08/Agency_diagnostic_tool_final.pdf (Accessed: 25/04/2023).

NHS England (2023) Nursing workforce – International recruitment. Available at: <https://www.england.nhs.uk/nursingmidwifery/international-recruitment/> (Accessed: 26/04/2023).

NHS Shared Services (2022) Temporary Staffing Agenda. Hywel Dda Health Board. Unpublished.

Nursing Times (2022) <https://www.nursingtimes.net/news/workforce/wales-displaying-a-dangerous-and-growing-reliance-on-agency-nurses-04-12-2022/> . Available at: www.nursingtimes.net/%2Fnews%2Fworkforce%2Fwales-displaying-a-dangerous-and-growing-reliance-on-agency-nurses-04-12-2022%2F (Accessed: 21/04/2023).

Owen, D. (2023) Nurse Stabilisation Phase 1. Hywel Dda. Unpublished.

Pilner, E. (2020) A Framework for Leaders Facing Difficult Decisions. Available at: <https%3A%2F%2Fhbr.org%2F2020%2F10%2Fa-framework-for-leaders-facing-difficult-decisions> (Accessed: 24/03/2023).

Saffo, P. (2017) <https://hbr.org/2007/07/six-rules-for-effective-forecasting>. Available at: <https://12ft.io/proxy?q=https%3A%2F%2Fhbr.org%2F2007%2F07%2Fsix-rules-for-effective-forecasting> (Accessed: 25/04/2023).

Senedd (2021) Update on nurse staffing levels legislation in Wales. Available at: <https://research.senedd.wales/research-articles/update-on-nurse-staffing-levels-legislation-in-wales/#:~:text=The%20All%20Wales%20nurse%20staffing%20programme%20has%20five,ongoing%3B%20and%205%20district%20nursing%20%E2%80%93%20work%20ongoing.> (Accessed: 24/04/2023).

U of G Library (2018) What is a Critical Reflection? Introducing the “What, So What, Now What” Model. Available at: <https://www.youtube.com/watch?v=vGyjF9Ngd8Y> (Accessed: 24/03/2023).

University of Edinburgh (2022) What? So what? Now what?. Available at: <https://www.ed.ac.uk/reflection/reflectors-toolkit/reflecting-on-experience/what-so-what-now-what> (Accessed: 27/01/2023).

Watkins, D. (2019) 7 Ways to Set Up a New Hire for Success. Available at: <https://12ft.io/proxy?q=https%3A%2F%2Fhbr.org%2F2019%2F05%2F7-ways-to-set-up-a-new-hire-for-success> (Accessed: 22/04/2023).

Welsh Government (2022) Welsh Government (2023) . Available at: <https://www.gov.wales/written-statement-escalation-and-intervention-arrangements-3> (Accessed: 19/04/2023).

Welsh Government (2023) Written Statement: NHS Pay award enhancement for 2022/2023. Available at: <https://www.gov.wales/written-statement-nhs-pay-award-enhancement-20222023> (Accessed: 19/04/2023).