
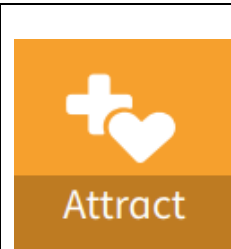


WORKFORCE PLANNING PILLAR	ACTION	April 2024	R A G	RISKS	CONTROLS	Q1 2024/25 Updates	Q2 2024/25 Updates	Q3 2024/25 Updates	Q4 2024/25 Updates	Action Owner
	Implementatio n of eRostering System & Safe Care	<ul style="list-style-type: none"><li>Majority of Units built</li><li>Training rolled out to all users in July 23</li><li>Business as Usual Team established</li><li>NHS WI is a Safe Care pilot site</li><li>All Acute wards using eRoster and Safe Care to ensure teams are recording real time staffing and have the ability to mitigate, record and escalate risk.</li></ul>		<ul style="list-style-type: none"><li>Risk of insufficient staff resources for implementation as no funding was provided for an implementation or BAU team.</li><li>Double entry into SSTS system is required meaning additional data entry for users.</li><li>Loop App (employee interface for viewing rosters and booking leave) used on personal phones with information governance risks.</li><li>Loop integral to functionality of the system and employee engagement.</li><li>Reduced working week will require significant manual changes to be made to the system.</li></ul>	<ul style="list-style-type: none"><li>Pace of implementation amended to ensure it is manageable within current resource.</li><li>Information governance risk assessment required for Loop. This is currently in draft form, going through process for internal sign off.</li><li>National work ongoing to identify interface solution with SSTS.</li></ul>	<ul style="list-style-type: none"><li>Implementation of reduced working week has stalled roll-out, and in some cases roster managers are not maintaining eRoster due to workload.</li><li>Lack of National guidance on part time calculations and annual leave has meant the system has not been accurately maintained.</li><li>NHSWI reduced the working week for the majority of the roster areas, including nursing from May 2024.</li></ul>	<ul style="list-style-type: none"><li>RWW implementation complete for 2024.</li><li>All systems updated.</li><li>Plan for further roll out of eRoster in progress – to be agreed through CMT.</li></ul>	<ul style="list-style-type: none"><li>CMT agreed implementation plan to have all rosters operational by 30 April 2025.</li><li>45% (35) of rosters complete at 31 December.</li></ul>	<ul style="list-style-type: none"><li>61% of Rosters complete (52) at 31 March 2025.</li></ul>	<ul style="list-style-type: none"><li>Director of Human Resources - eRoster</li><li>Nurse/AHP Director &amp; Chief Operating Officer - SafeCare</li></ul>
	Formation of Strategic Workforce Group to provide governance and oversight of workforce planning, implementation of Health & Care Staffing Act and eRoster system.	<ul style="list-style-type: none"><li>Group established</li><li>Quarterly Health &amp; Care Progress reports completed.</li><li>Training on workforce planning complete</li><li>Visit from SG on Health &amp; Care Staffing Act</li><li>Safe Care SOPs and escalation flow charts have been updated and are going through the NHS WI approval process.</li><li>Action plans being developed to identify any teams or duties within the act that may require more focus to be confident of compliance.</li><li>Identifying reports from eRoster/Safe Care that will provide evidence that NHS WI is compliant with HCSA.</li></ul>		<ul style="list-style-type: none"><li>Skills and time to utilise workforce tools across the organisation.</li></ul>	<ul style="list-style-type: none"><li>National funding secured for extra resources to support implementation of Safe Care.</li></ul>	<ul style="list-style-type: none"><li>Q1 Health and Care Staffing report collated and is due to be presented to CMT and the Board</li></ul>	<ul style="list-style-type: none"><li>Q2 Health and Care Staffing report collated and is due to be presented to CMT and the Board. All areas reported as amber.</li></ul>	<ul style="list-style-type: none"><li>Q3 Health and Care Staffing reported collated and due to be presented to CMT</li><li>SafeCare report presented and discussed at the Strategic Workforce Group</li></ul>	<ul style="list-style-type: none"><li>Q4 Health and Care Staffing report collated and to be presented to CMT</li><li>Board report and SafeCare report presented and discussed at the Strategic Workforce Group.</li></ul>	<ul style="list-style-type: none"><li>Nurse/AHP Director &amp; Chief Operating Officer – Health and Care Staffing Act</li><li>Director of Human Resources – Workforce Planning</li></ul>


APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

WORKFORCE PLANNING PILLAR	ACTION	April 2024	RAG	RISKS	CONTROLS	Q1 2024/25 Updates	Q2 2024/25 Updates	Q3 2024/25 Updates	Q4 2024/25 Updates	Action Owner
	Continue to promote apprenticeships and employability streams across NHS WI	<ul style="list-style-type: none"><li>• Catering Apprentice in post</li><li>• Medical Secretary Apprenticeship advertised but unable to recruit.</li><li>• IT Apprenticeship in development</li><li>• Health Intelligence Apprenticeship in development</li><li>• HR apprenticeship in development.</li><li>• Pharmacy Tech apprenticeship in development.</li><li>• Health improvement apprenticeship in development.</li></ul>		<ul style="list-style-type: none"><li>• Lack of clear pathways and training routes for some apprenticeships</li><li>• Risk of managers not engaging with apprenticeships</li></ul>	<ul style="list-style-type: none"><li>• Engagement with local employability team to source appropriate training</li><li>• Apprenticeship manager invited to strategic workforce group to provide support to managers.</li></ul>	<ul style="list-style-type: none"><li>• Apprenticeship opportunities continue to be explored across the organisation.</li><li>• Grad Apprentice route is currently being explored with IT and a particular focus on Cyber Security. This will see candidate complete a Masters at RGU. Candidate has been identified and application process being completed in June 2024.</li><li>• HR Apprentice Job Description awaiting approval for advert in August 2024.</li></ul>	<ul style="list-style-type: none"><li>• HR apprentice advertised with successful candidate due to start in post early December 2024.</li><li>• Further development opportunity through RGU for IT team being considered to support internal candidate.</li></ul>	<ul style="list-style-type: none"><li>• HR apprentice appointed to in December 2024.</li><li>• Catering Apprentice completed programme in February 2025. Department recognised the success of this approach and intend on entering into further Apprenticeship model, including expansion to OUAB</li><li>• IT member of staff to complete MSc in Cyber Security, starting in February 2025 with RGU.</li></ul>	<ul style="list-style-type: none"><li>• Planning in place to develop 2 Apprenticeships within Catering Services. This will now include a Uist opportunity as well.</li><li>• Active engagement with other departments to explore opportunities in Graduate and Modern Apprenticeships.</li><li>• IT apprenticeship in Cyber security underway.</li></ul>	• Organisational Development & Learning Manager
	Recruitment of Summer Students to NHS Western Isles during 2024 to build relationships with young people and provide support as an anchor institution.	<ul style="list-style-type: none"><li>• Adverts in progress for summer 2024 campaign</li></ul>		<ul style="list-style-type: none"><li>• Financial resource</li></ul>	<ul style="list-style-type: none"><li>• Recruitment is within current departmental budgets.</li></ul>	<ul style="list-style-type: none"><li>• Recruitment complete with 7 students in the following areas:<ul style="list-style-type: none"><li>- HR</li><li>- Podiatry</li><li>- Patient Services</li><li>- Dietetics</li><li>- Physiotherapy</li><li>- Acute Adult Nursing</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Students in post and completed placements. Excellent feedback from managers and students. One student recruited to a permanent post with others pursuing careers in the NHS.</li></ul>	<ul style="list-style-type: none"><li>• Complete for 2024/25</li></ul>	<ul style="list-style-type: none"><li>• Complete for 2024/25</li></ul>	• Director of Human Resources
	Engagement with schools through work experience and careers fairs.	<ul style="list-style-type: none"><li>• Work experience programme continues.</li><li>• Officer of ‘career conversations’ between professionals and young people.</li><li>• Participation in ‘transition’ event at The Nicolson Institute in June 2024.</li><li>• Development of lesson plans with teaching staff on NHS careers.</li></ul>		<ul style="list-style-type: none"><li>• Capacity to support work experience and careers events.</li></ul>	<ul style="list-style-type: none"><li>• Collaborative approach between Nursing, HR and Clinical Skills to support students.</li></ul>	<ul style="list-style-type: none"><li>• Four work Experience placements took place across May &amp; June 2024 within Catering and Physiotherapy.</li><li>• A further ten will commence in the new school year in August/September 2024 with preparations ongoing for this cohort.</li><li>• In June 2024, the Primary 7-S1 Transition event concluded with a session at the Nicolson Institute with NHS Western Isles</li></ul>	<ul style="list-style-type: none"><li>• 14 Work Experience opportunities given to individuals so far in 2024. Departments supporting include:<ul style="list-style-type: none"><li>• Nursing</li><li>• Radiology</li><li>• Physiotherapy</li><li>• Catering</li><li>• Finance</li><li>• Pharmacy</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Plans to increase host departments for Work Experience underway.</li><li>• DYW colleagues to share work experience requests in early March 2025 for June intake.</li></ul>	<ul style="list-style-type: none"><li>• Attendance at Career Fair in the Nicolson Institute on 11 February 2025 arranged.</li><li>• Estimating to have over 20 Work Experience opportunities in 2025.</li><li>• Preparations in place with departments to establish capacity for Work Experience in the coming 12 months.</li></ul>	• Organisational Development & Learning Manager

APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

WORKFORCE PLANNING PILLAR	ACTION	April 2024	R A G	RISKS	CONTROLS	Q1 2024/25 Updates	Q2 2024/25 Updates	Q3 2024/25 Updates	Q4 2024/25 Updates	Action Owner
						representatives from HR, Nursing, IT, Labs, Primary Care and Medical to showcase careers in the NHS. <ul style="list-style-type: none"><li>This was complimented with school lessons for the Primary 7 pupils in advance of this in person event.</li></ul>				
	Support intake of 4 newly qualified nurses on a fixed term rotational contract	<ul style="list-style-type: none"><li>Planning to commence for September intake.</li></ul>		<ul style="list-style-type: none"><li>Ability to attract (local nursing homes offering golden hello’s)</li></ul>	<ul style="list-style-type: none"><li>Support NQNs with training and development</li></ul>	<ul style="list-style-type: none"><li>Vacancies identified for release</li><li>Continuing engagement with UHI Students</li></ul>	<ul style="list-style-type: none"><li>4 students recruited to substantive posts.</li></ul>	<ul style="list-style-type: none"><li>Complete</li></ul>	<ul style="list-style-type: none"><li>Complete</li><li>Approached UHI to offer NQN’s recruitment advice and support.</li></ul>	<ul style="list-style-type: none"><li>Nurse/AHP Director &amp; Chief Operating Officer</li></ul>
	Two international recruits in professional posts	<ul style="list-style-type: none"><li>Offer made to one Physiotherapist</li><li>Exploration of international recruitment in Occupational Therapy</li></ul>		<ul style="list-style-type: none"><li>Unable to offer support required due to small departments and extreme rurality (E.g ability to drive for community posts)</li></ul>	<ul style="list-style-type: none"><li>Support through North of Scotland in terms of training.</li><li>Welcome pack and support package in place in terms of travel and accommodation offer.</li></ul>	<ul style="list-style-type: none"><li>International recruitment agencies for medical staff identified and contacted. Consultant job descriptions shared and CV’s received.</li><li>Offer made to an international Operating Department Practitioner.</li><li>OT vacancies either recruited to or unsuitable for international recruitment as too specialist or supervisory.</li></ul>	<ul style="list-style-type: none"><li>One international Physiotherapist in post.</li><li>One international Occupational Therapist offered post with start date in November.</li><li>One international Operating Department Practitioner offered post with start date in December.</li></ul>	<ul style="list-style-type: none"><li>Three international recruits have now taken up post.</li></ul>	<ul style="list-style-type: none"><li>Three international recruits have now taken up post.</li></ul>	<ul style="list-style-type: none"><li>Director of Human Resources</li></ul>
	Design of medical staffing structure and accompanying recruitment in A&E	<ul style="list-style-type: none"><li>Job descriptions developed using new SAS contract and terms and conditions.</li><li>Agreement through CMT</li><li>Posts advertised.</li></ul>		<ul style="list-style-type: none"><li>Ability to attract candidates</li></ul>	<ul style="list-style-type: none"><li>Potential interview candidates to be targeted.</li><li>New terms and conditions to offer the most attractive package.</li></ul>	<ul style="list-style-type: none"><li>One candidate recruited.</li><li>Advertisement of remaining vacancies continues</li></ul>	<ul style="list-style-type: none"><li>No further update.</li></ul>		<ul style="list-style-type: none"><li>SLWG established to review current model. Led by AMD Acute.</li></ul>	<ul style="list-style-type: none"><li>Medical Director</li></ul>
	Recruitment of five GPs to Uist & Barra 2c Medical Practices.	<ul style="list-style-type: none"><li>Terms and conditions for remote and rural GP agreed through Remuneration Committee</li><li>Advertising campaign</li><li>48 applications received</li><li>Interviews planned</li></ul>		<ul style="list-style-type: none"><li>Ability to attract candidates</li></ul>	<ul style="list-style-type: none"><li>Attractive terms and conditions package</li><li>Recruitment campaign with accompanying comms</li></ul>	<ul style="list-style-type: none"><li>Interviews held and conditional offers made to candidates.</li></ul>	<ul style="list-style-type: none"><li>Start dates are set for between October and January.</li></ul>	<ul style="list-style-type: none"><li>2 GP’s offered and accepted substantive contracts. Remaining cover is through Locums.</li><li>Staffing model being</li></ul>	<ul style="list-style-type: none"><li>1 further GP recruited due to turnover. Review of rota underway to remove locum requirement.</li></ul>	<ul style="list-style-type: none"><li>Medical Director</li></ul>

APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

								re- assessed.		
WORKFORCE PLANNING PILLAR	ACTION	April 2024	R A G	RISKS	CONTROLS	Q1 2024/25 Updates	Q2 2024/25 Updates	Q3 2024/25 Updates	Q4 2024/25 Updates	Action Owner
	Recruit to Consultant vacancies to cease reliance on long term agency.	<ul style="list-style-type: none"><li>• Campaign on BMJ using social media, online adverts and print advert.</li></ul>		<ul style="list-style-type: none"><li>• Ability to attract candidates</li></ul>	<ul style="list-style-type: none"><li>• Recruitment campaign with accompanying comms</li></ul>	<ul style="list-style-type: none"><li>• Applications received and interviews held but no substantive appointments made. Reason for this are:<ul style="list-style-type: none"><li>- On call intensity</li><li>- Childcare</li><li>- Lack of required specialist areas</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Plan to develop video messages from current consultants developed. This will be aimed at social media publication.</li></ul>	<ul style="list-style-type: none"><li>• Vacancies remain out to advert.</li><li>• Long term Locum cover will remain in General Medicine with a view to reviewing the service in terms of geriatric care.</li><li>• Vacancies are:<ul style="list-style-type: none"><li>Radiologist</li><li>General Surgeon x 2</li><li>Psychiatrist x 2</li><li>Pediatrician (covered with long term Locum)</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Posts appointed to:<ul style="list-style-type: none"><li>General Surgeon with April 2025 start date.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Medical Director</li><li>• Director of Human Resources</li></ul>
	Development of Learning Strategy and Policy	<ul style="list-style-type: none"><li>• Initial scoping in progress.</li><li>• This action will be carried forward to 2024/25</li></ul>				<ul style="list-style-type: none"><li>• First draft of a New Learning &amp; Development Strategy complete.</li><li>• The new Protected Learning Time provisions will feature heavily in this new strategic approach.</li><li>• It is anticipated the final drafts will conclude and go through appropriate governance in September/October 2024.</li></ul>	<ul style="list-style-type: none"><li>• Final draft of strategy complete. To be presented to CMT in November.</li></ul>	<ul style="list-style-type: none"><li>• On track. CMT agreement on Strategy and procedure.</li></ul>	<ul style="list-style-type: none"><li>• Strategy approved and accompanying Policy approved via Policy review group.</li><li>• Plan to support implementation with awareness sessions for all staff via WINE Sessions.</li><li>• Professional Practice team to adopt new policy in line with their own processes.</li></ul>	<ul style="list-style-type: none"><li>• Organisational Development &amp; Learning Manager</li></ul>


APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

	Leadership & Management Development Training	<ul style="list-style-type: none"><li>First cohort of 10 managers included in leadership and management bootcamp.</li><li>Second cohort being identified</li></ul>		Risk that funding will not be available for the training due to financial position.		<ul style="list-style-type: none"><li>Whilst a second cohort have been identified, funding of initial bootcamp training has proved to be challenging.</li><li>Training for managers is available on the core functions of management in NHS Western Isles, however the need to explore wider Leadership &amp; Management Development opportunities, primarily in practical training area will need</li></ul>	<ul style="list-style-type: none"><li>NHS Western Isles Turas Learn site now hosting National Leadership Foundations modules for managers and aspiring leaders to complete. This will be actively promoted to staff via Team Brief and HS Drop-in sessions.</li></ul>	<ul style="list-style-type: none"><li>Turas Learn continues to be utilised for promoting courses to support leaders and managers.</li><li>1 Member of the SMT accepted onto Adaptive Learning Sets offer from NHS National Education Scotland.</li></ul>	<ul style="list-style-type: none"><li>Support provided for 4 members of staff seeking to apply for the 2025 cohort of Leading for the Future leadership programme run by NHS National Education Scotland.</li></ul>	<ul style="list-style-type: none"><li>Organisational Development &amp; Learning Manager</li></ul>
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						to be considered in the long term strategy.				
	Achieve further reduction in agency staffing use and optimise Bank arrangements.	<ul style="list-style-type: none"><li>Agency policy developed and agreed which ensures:</li><li>Executive/CEO level approval</li><li>Use of agency on Framework</li><li>Continued monitoring of agency usage.</li><li>Use of direct engagement for agency staff.</li><li>Very low levels of agency in nursing</li></ul>		<ul style="list-style-type: none"><li>Ability to recruit substantive staff</li><li>External market for agency continues to expand in medical staffing</li></ul>	<ul style="list-style-type: none"><li>Recruitment strategy for medical staff.</li><li>Exploration of safe international recruitment</li></ul>	<ul style="list-style-type: none"><li>Nursing agency usage remains low. Mental Health agency engaged in Q1 due to increase in patient needs.</li><li>All agency requires sign off from CEO.</li><li>Maximum engagement is three months.</li></ul>	<ul style="list-style-type: none"><li>Exploration of SLA with mainland Board for Psychiatry Consultants.</li><li>Strong grip and control over agency sign off maintained.</li></ul>	<ul style="list-style-type: none"><li>Medical agency has high level of direct engagement contracts keeping spend within budget, with the exception of Psychiatry.</li><li>Nursing agency in Q3 extremely low. AHP agency for specialist vacancies in Pharmacy and Labs.</li></ul>	<ul style="list-style-type: none"><li>Low agency usage in nursing and AHPs maintained.</li><li>Medical agency has high level of direct engagement contracts keeping spend within budget, with the exception of Psychiatry</li></ul>	<ul style="list-style-type: none"><li>Director of Human Resources</li><li>Director of Finance</li></ul>

APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

	Deliver a clear reduction in sickness absence by the end of 24/25.	<ul style="list-style-type: none"><li>Increased monitoring of short term absence.</li><li>Staff comms issued on attendance management.</li><li>Performance monitoring of sickness absence with all Executive leads.</li><li>Increased training and advice from Human Resources.</li></ul>		<ul style="list-style-type: none"><li>Managers not complying with attendance management process.</li><li>Outbreaks of illnesses.</li><li>Covid 19 transferring to sickness absence rather than special leave</li></ul>	<ul style="list-style-type: none"><li>Monitoring of absence across the organisation to ensure consistent application of process.</li></ul>	<ul style="list-style-type: none"><li>Further training delivered to managers, particularly on managing short term sickness.</li><li>Increase in absence reported due to Covid and other viruses circulating in the community.</li><li>Sickness Absence April – 4.9% May – 5.12% Jun – 6.11%</li></ul>	<ul style="list-style-type: none"><li>Downward trend in sickness absence for Q2. July – 7.85% August – 6.55% September – 5.35%</li><li>HRD has identified areas with highest levels of absence. Meetings arranged with managers in these areas to ensure appropriate action is taken.</li></ul>	<ul style="list-style-type: none"><li>Sickness absence remains lower for Q3. October – 5.01% November – 4.57% December – 5.56%</li></ul>	<ul style="list-style-type: none"><li>Sickness absence rates for Q4: January – 5.88% February – 5.99% March – 5.59%</li></ul>	<ul style="list-style-type: none"><li>Director of Human Resources</li></ul>
	Increasing efficiencies across administrative and support services.	<ul style="list-style-type: none"><li>Review of all fixed term contracts.</li><li>Review of all vacancies. Implementation of IT Future State Plan to ensure efficient and safe IT system capability.</li></ul>		<ul style="list-style-type: none"><li>Ensuring appropriate skills mix to ensure clinical and management staff are not focused on administrative tasks.</li><li>Ability for management to assess admin capacity and recommend alternative solutions.</li><li>Reduction in working week will reduce admin capacity that will not realise savings.</li></ul>		<ul style="list-style-type: none"><li>All vacancies require approval of CEO and finance before released.</li></ul>	<ul style="list-style-type: none"><li>Organisational Change process for one Directorate in process.</li></ul>	<ul style="list-style-type: none"><li>Continued scrutiny of vacancy release by CEO</li><li>Organisational change process complete and now in implementation phase</li></ul>	<ul style="list-style-type: none"><li>Organisational change process complete and now in implementation phase.</li><li>Preparations for final Reduction in Working Week being developed.</li></ul>	<ul style="list-style-type: none"><li>All Executive Directors</li></ul>

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				<ul style="list-style-type: none"><li>Reduction in working week increasing administration of</li></ul>						




APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

				workforce systems.						
	Additional capacity building to enable recovery and growth in service demand.	<ul style="list-style-type: none"><li>Review of staffing across WIH to support permanent establishment of Acute Assessment Unit.</li><li>MRI Project Manager in place with recruitment planned for MRI Lead.</li></ul>		<ul style="list-style-type: none"><li>Ability to recruit MRI Lead</li></ul>	<ul style="list-style-type: none"><li>Recruitment campaign</li></ul>	<ul style="list-style-type: none"><li>Organisational change document prepared to establish AAU.</li><li>MRI on track for 2025 with recruitment advert released for Specialist MRI Lead.</li></ul>	<ul style="list-style-type: none"><li>Organisational Change process complete with AAU posts now formally established and contracted to.</li><li>A workforce plan for the MRI service has been developed. All posts are expected to be in place for the commencement of the service, currently projected to be in the first quarter of 26/27, active recruitment for these posts will take place towards the end on 25/26. The only exception is in relation to the Band 7 radiographer, which is being advertised towards the end of 2024.</li></ul>	<ul style="list-style-type: none"><li>Advert for MRI Radiographer went live on 3<sup>rd</sup> December 2024 accompanied by a social media campaign.</li></ul>	<ul style="list-style-type: none"><li>Continued promotion alongside campaign to encourage applicants in Q4.</li></ul>	<ul style="list-style-type: none"><li>Medical Director</li><li>Nurse/AHP Director &amp; Chief Operating Officer</li></ul>
	Shift to community based health care	<ul style="list-style-type: none"><li>Review of Hospital at Home staffing model within current funding.</li><li>Expansion of Urgent &amp; Unscheduled Care ANP/GP service to Uist &amp; Barra</li></ul>		<ul style="list-style-type: none"><li>Scottish Government funding in the long term.</li></ul>	<ul style="list-style-type: none"><li>Use of fixed term contracts in line with funding.</li></ul>	<ul style="list-style-type: none"><li>New Urgent and Unscheduled Care Manager in post who has taken managerial responsibility for Hospital at Home with a view of expanding the service.</li></ul>	<ul style="list-style-type: none"><li>Review of Hospital at Home staffing model within current funding with current model operating 8am-8pm.</li><li>Expansion of Urgent &amp; Unscheduled Care ANP/GP service to Uist &amp; Barra in collaboration with</li></ul>	<ul style="list-style-type: none"><li>Options for Hospital at Home under consideration.</li></ul>	<ul style="list-style-type: none"><li>Hospital at Home funding agreed and staffing model expanded.</li></ul>	<ul style="list-style-type: none"><li>Medical Director</li></ul>

APPENDIX 1 – WORKFORCE PLAN ACTIONS/ADP SUMMARY 2024/25

							SAS and 1WTE Advanced Nurse Practitioner.			
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	Actions agreed through the Wellbeing Group to enhance staff wellbeing and deliver the NHS WI Wellbeing Strategy.	<ul style="list-style-type: none"><li>Continued delivery of Employee Assistance Programme, providing 24/7 advice and confidential counselling to staff</li><li>Delivery of Wellbeing Action Plan including rollout of:<ul style="list-style-type: none"><li>Mental Health Contacts</li><li>Cycle to Work</li><li>Civility Campaign</li><li>Menopause / Women's Health awareness</li></ul></li></ul>				<ul style="list-style-type: none"><li>There is continued provision of Wellbeing support for all staff including:<ul style="list-style-type: none"><li>This includes the Employee Assistance Programme, which is being steadily used.</li><li>Cycle to Work offering, including work from Health Promotion around pool bikes.</li><li>Civility sessions within departments to focus on the impacts of low-level rudeness.</li><li>A Staff Health Event took place in the hospital for staff to get blood pressure checked as well as advice from Smoking Cessation, Occupational Health, HR and Nutrition &amp; Dietetics.</li></ul></li></ul>	<ul style="list-style-type: none"><li>Staff Health Event being actively planned for employees in the Southern Isles.</li><li>NHS Western Isles actively seeking to become Endometriosis Friendly Employer.</li><li>Continued provision of Wellbeing resources to all staff via Team Brief and intranet.</li><li>Financial Wellbeing support provided via webinars, with consideration of exploring NHS Credit Union for staff.</li></ul>	<ul style="list-style-type: none"><li>Wellbeing Comms throughout winter period promoted. These took a specific focus on both mental and physical health of staff.</li><li>Mental Health Contacts launching for all staff to access local support and</li><li>signposting from within the organisation.</li></ul>	<ul style="list-style-type: none"><li>Launch of Mental Health Contacts took place at the end of January 2025 with comms outlining what the service provides, alongside who the Mental Health Contacts are and where to find them.</li></ul>	<ul style="list-style-type: none"><li>Organisational Development &amp; Learning Manager</li></ul>