

## At a Glance

Delivers highly specialised regional & national services

80% of services jointly commissioned (JCC)

Provides complex, life-saving care across Wales and beyond

## Service Scale

7 specialist directorates including:

- Critical Care & Major Trauma Centre
- Cardiothoracic, Neurosciences, Haematology
- Nephrology & Transplant

## Workforce

**2,030**

WTE workforce



**53%**

Registered Nursing & Midwifery

**16.79%**

Additional Clinical Services

**76.9%**

female workforce

**9.41%**

Medical & Dental

## Performance

**6.86%**

sickness absence

**81%**

mandatory training compliance

**6.98%**

turnover

**72.91%**

appraisal compliance (VBA)

## Strategic Focus

Delivering specialist surgery, trauma & critical care

Supporting advanced diagnostics and treatment pathways

Maintaining safe, sustainable services

Driving research, innovation & development

## Strategic Priorities

- ◆ Workforce sustainability
- ◆ Expanding recruitment pipelines
- ◆ Reducing agency reliance
- ◆ Strengthening leadership, education & development
- ◆ Reviewing skill mix across specialist services

## Transformation & Innovation

- Rotational workforce models (Critical Care)
- Development of advanced roles (e.g. Nurse Practitioners, Band 4 roles)
- Expansion of practice development nursing
- Digital transformation (e.g. ePrescribing, workforce systems, M365 tools)

## Culture & Good Practice



Trade union partnership working



Annual staff recognition and celebration events



Compassionate leadership focus



Wellbeing initiatives



Voice & Respect programme

## Key Challenges



Workforce stress & wellbeing



Recruitment & retention in highly specialised roles



Reducing reliance on temporary staffing



Maintaining compliance in training & appraisals

## Highlight

Delivery of nationally commissioned specialist services with strong investment in workforce innovation, digital transformation and advanced clinical roles

