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CYMRU  
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WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



		Agenda Item	2.3 (iii)
Freedom of Information Status		Open	
Reporting Committee	Workforce and OD Committee		
Author	Liz Stauber, Head of Corporate Governance		
Chaired by	Tom Crick, Independent Member		
Lead Executive Director (s)	Debbie Eyitayo, Director of Workforce and OD		
Date of last meeting	13 December 2022		
Summary of key matters considered by the committee and any related decisions made.			
<b>Organisational Culture Programme/Big Conversation</b> The Big Conversation is the health board’s culture audit tool to test its current position, aspirations going forward and to set a vision for our culture and sustainability. 400 managers and staff side colleagues have attended the Saving Lives training with continuing focus around Anti-Bullying Week and Speak Up month. The Big Conversation has three phases with phase one where it was currently – ascertaining current staff perception. Phase two is playing back to the organisation, then to look at the action needed to get there. Phase three is setting the vision and ensuring longevity. Since the report was drafted the number of completed surveys has increased from 340 to 521. 15 focus groups have been run with 389 staff attending - an increase of 218 staff in a 2-week period – with more sessions planned.			
<b>Nurse Staffing Levels (Wales) Act 2016</b> All health boards in Wales have recently completed calculations in line with the requirements of the Nurse Staffing Act, a requirement of which is that this is done bi-annually. The calculation for Swansea Bay University Health Board (SBUHB) was based on pre-AMSR bed configuration. AMSR (acute medical services redesign) went live on 5 <sup>th</sup> December and the impact left the current bed configuration for specialties outdated. Advice was sought from Welsh Government about flexibility to avoid legally stepping outside of the Act as to how to link in with ASMR development and the impact reconfiguration has had on the bed base.			
Key risks and issues/matters of concern of which the board needs to be made aware:			
<b>Nursing Establishments not Covered by the Nurse Staffing Levels (Wales) Act 2016: Maternity</b> Since July 2021 maternity has been risk level 20-25 so services have been centralised which has also meant home births could not be maintained. A series of measures have been taken daily to mitigate risk, such as establishing a midwifery bank, from which it has been possible to recruit staff. Agency staff have also been used to cover shortfalls. In terms of overall establishment, there is compliance in terms of budgeted establishment but a lot of vacancies for a variety of reasons including maternity leave. Several successful recruitment drives have been undertaken. A deep dive is being conducted which is almost complete and several key			

areas have been identified to be worked on over the coming months. a Workforce Transformation Board has been created for this purpose.

### **Staff Turnover**

The report was commissioned in quarter one due to elevated turnover in the 2021-22 financial year to confirm if turnover had increased and become an outlier in comparison to previous years. Turnover data was tracked for four years (April 2019 to August 2022) and taken on a month-by-month basis. It was established that staff turnover had increased - 11.14% in 2121-22 compared with 10.25% 2020-21 and 8.19% in 2019-20. 31 separate reasons are recorded on ESR with retirement being highest. March 2022 recorded the health board's highest monthly leaver rate captured during the reporting period with activity in 2022 - 52% higher than in 2021 and 81% higher than in 2020. 40% of retirement leavers are nursing and midwifery but the peak in March 2022 coincided with a key change which affect NHS Pensions.

### **National Changes, Challenges and Positions Surrounding Post-Graduate Medic Allocations**

There have been challenges around medical posts funded by the Deanery t unfilled and left to the health board to recruit. The situation has stabilised over the past 12 months with a total of 438 junior doctor posts which are formal training posts with the Deanery. The fill rate between February and August was 84% from the Deanery. The health board did advertise for recruitment of locally employed doctors giving a total fill rate of 93%. A particularly challenging issue is paediatrics which has 22 posts, with 94 % filled by the Deanery.

### **Delegated action by the committee:**

A revision to the committee's terms of reference was approved.

### **Other main sources of information received:**

- Workforce and OD Committee Risk Register;
- Workforce metrics report;
- Medical appraisal and revalidation update;
- Workforce recruitment and retention

### **Highlights from sub-groups reporting into this committee:**

#### **The following reports from sub-groups were received:**

- Medical Workforce Update Report
- Therapies and Health Science Group
- Nursing and Midwifery Board
- Workforce Delivery Group Update
- Health Board Partnership Forum

### **Matters referred to other committees**

None identified.

### **Date of next meeting**

14<sup>th</sup> February 2023

