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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



		Agenda Item	2.5 (iii)
Freedom of Information Status		Open	
Reporting Committee	Workforce and OD Committee		
Author	Leah Joseph, Corporate Governance Manager		
Chaired by	Tom Crick, Independent Member		
Lead Executive Director (s)	Debbie Eyitayo, Director of Workforce and OD		
Date of last meeting	14 June 2022		
Summary of key matters considered by the committee and any related decisions made.			
Verbal update on the organisational culture programme			
<p>A verbal update was provided by the Director of Workforce and OD Committee. A workshop had previously taken place which looked at quality, safety, culture and gaps in ‘Just Culture’ at Swansea Bay University Health Board (SBUHB). The executive team had discussed the next steps and agreed a number of actions. One action relevant to Workforce and OD Committee was for executives to undertake discussions across the Heath Board in terms of culture audit, with clear visions, values and expectations to enable progress by late autumn. Another action was to develop a concept of learning organisation to share good practice and highlight areas of concern.</p>			
Deep Dive: speaking up safely in Swansea Bay University Health Board to include the Guardian Service update			
<p>A report was received for assurance. The Guardian Service end of year report for period 1st April 2021 to 31st March 2022 was provided to committee members. The service has been in place since 2019 and tangible benefits were being reported. 231 staff used the service from May 2019 to March 2022 and 178 concerns were resolved/closed, which amounts to 77% of total concerns raised in the same reporting period. Work was ongoing on Civica to triangulate data received over the past 12 months via the patient experience team. Data was also being used as part of the sickness and absence group. A culture of honesty had been created in line with SBUHB’s values, however improvements still needed to be made. Feedback from users includes staff feeling that although they had raised concerns in the existing system, they had not been listened to. Fear of damaging careers is on the increase. Leadership development and work with human resource leads was ongoing to support staff, and this remained a high priority on the workforce agenda. A SharePoint was in development to enable signposting for staff surrounding self-help, policies and information on ‘speak up safely’. The COVID-19 pandemic had impacted guardians attending sites, however planning was underway for physical walkabouts and the service was keen to restart roadshows to enable promotion of the service to staff.</p>			
Committee members discussed the following points:			
<ul style="list-style-type: none">– Long-term utilisation of the Guardian Service for SBUHB;– Trade Union concerns relating to the Guardian Service;– Execution of Board and Independent Member recommendations;– Evolvment of sign-posting the Guardian Service.			

Medical Workforce Efficiencies

A report was received for assurance that highlighted that Locum utilisation remains at similar high levels as previously reported across the service groups. Costs were falling which was positive, however MEDACS management service was falling and work was ongoing to ensure the utilisation of MEDACS. The challenges experienced within the Health Board are largely mirrored across Wales. MEDACS usage was low and data shows that most locum workers were being supplied to general medicine and Mental Health and Learning Disabilities Service Group. Work is slowly progressing to implement medic on duty, and the resources within the team have now been made permanent.

Committee members discussed the following points:

- *Attracting potential employees into specialised areas;*
- *Usage of non-contracted agency staff.*

Management of Attendance at Work including Wellbeing and Occupational Health interventions

A report was received for assurance that highlighted that in March 2022, in-month absence increased by 0.44% to 8.27%, in comparison to March 2021 this is an overall decline of 2.46%. SBUHB was encouraging change to make quicker decisions to assist staff to attend work sooner or to terminate employment. Staff are fatigued and a sickness pattern is often seen after change has been implemented. Preventative measures were being taken when changes were being made to services. A focus remains on wellbeing and positive feelings. Good feedback has been received but there was a need to maintain pressure on the system.

Committee members discussed the following points:

- *Full pay for COVID-19 sickness ending as per the all-Wales policy;*
- *Agile working*

Statutory and Mandatory (S&M) Training Compliance Deep Dive

A report was received for assurance that highlighted that Welsh Government target for S&M compliance is 85%, and as of 30th April 2022, SBUHB's overall compliance was 80.94%. There has been a big increase in estates and facilities compliance levels to 79.02%. Welsh Government have added additional mandatory training figures and the workforce team were working with Gareth Howells to ensure rollout of the changes. Training was being delivered face-to-face to increase compliance levels. Medical and dental S&M compliance levels were low, however the Executive Medical Director would be sending out reminders to colleagues.

Committee members discussed the following points:

- *Support provided to ensure S&M training compliance increased;*
- *SBUHB unable to enforce or control the requirement personal appraisal development review for hosted bodies;*

Key risks and issues/matters of concern of which the board needs to be made aware:

Workforce Recruitment and Retention

A report was received for assurance. Continued success has been achieved following the inception of the central resourcing team. The service is now permanent and data has shown that the team have reduced the time taken from vacancy creation to conditional offer to 35 days, compared to the SBUHB average of 71 days which was positive. Time to shortlist by the central resourcing team is 1 day compared to SBUHB average of 9.5 days. The central resourcing team have designed manager training around the soft skills side for recruitment, with a focus on the pre-boarding stage and the need for improved communication to improve candidate experience and maximise the success of recruitment. SBUHB is working with creative marketing and advertising agency 'SBW' who have recently completed numerous focus groups with a broad range of staff across SBUHB to better understand what working for the Health Board is like and what attracts people to work for the organisation. Key messages from the

focus groups have been developed into a creative branding presentation which is due to be presented at Management Board on 15th June 2022. Once approved, a microsite would be developed. A retrospective process remains in place for medical recruitment. The team had experienced challenges from the finance department in some areas when trying to recruit in anticipation of vacancies as there is a small risk of being over-established. To date this has not been realised. A pastoral approach to recruitment remained an ongoing priority for the team to ensure that doctors felt supported from application to commencement in post. Risks were emerging for overseas candidates in that visa applications are slow due to the Ukraine war.

Committee members discussed the following points:

- *Showing SBUHB successes within the report;*
- *Retention strategy remained high on Workforce and OD agenda.*

Workforce Metrics

A report was received for assurance. Online identity checks will form part of the usual process and an unlimited number of slots were available for those checks. Delays for disclosure and barring service checks are outside of SBUHB's control, however most checks are completed electronically and there are minimal delays. A deep dive was ongoing around turnover figures. Feedback has been received that the operational workload has increased across sites. Services are changing following the de-escalation of COVID-19, and some staff members are returning to the office following two-years of home working.

Nurse Staffing Levels (Wales) Act 2016

The standing item was received for assurance. SBUHB was in the fourth cycle of annual reviews, and paediatrics was added to the Act in 2021. The report was taken through May's Health Board Meeting for discussion. There is a legal requirement to maintain staffing levels, however there are concerns for areas that are not included in the Act e.g. maternity, mental health and learning disabilities, health visiting. Discussions have been ongoing across Health Boards in Wales surrounding whether the financial requirement for investment should be higher around levels of risk which would change the dynamic of the rollout of the Act.

Committee members discussed the following points:

- *Establishment in areas not included in the Act.*

Delegated action by the committee:

Workforce and OD Committee Terms of Reference was **approved**.

Main sources of information received:

COVID-19 Workforce Position

This item had been discussed throughout the meeting and no additional comments were required.

Highlights from sub-groups reporting into this committee:

Medical Workforce Update Report was received for noting.

Therapies and Health Science Group was received for noting.

Workforce Delivery Group update report was received for noting

Matters referred to other committees

None identified.

Date of next meeting

9th August 2022