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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



		Agenda Item	2.4 (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 Eytayo, Director of Workforce and OD		
Date of last meeting	09 August 2022		
Summary of key matters considered by the committee and any related decisions made.			
Covid-19 Update			
It appeared the peak for the Omicron variant of Covid-19 had passed. Staff absences had peaked at around 450 and had now reduced to 230. The guidance around sickness absence pay had now changed and this was in the process of being worked through.			
Committee members discussed the following points:			
<ul style="list-style-type: none">- <i>Communication messages for hotspot areas;</i>- <i>Staff affected by the stopping of the extended sick pay;</i>- <i>Staff awaiting medical treatment for general conditions.</i>			
Workforce Metrics			
A focus would be given in the October 2022 report to turnover. Sickness levels had started to decrease in May 2022, but risen again due to Covid, and a reduction was now starting to be seen. Work was continuing to improve compliance with statutory and mandatory training. Guidance and training was being developed to support managers with pay-related PADRs (personal appraisal and development reviews) as staff would not receive their increments without a current PADR which should help improve compliance.			
Committee members discussed the following points:			
<ul style="list-style-type: none">- <i>The important of the PADR process being one of value, not a tick-box for pay progression;</i>- <i>Length of time to advertise a post once a resignation was received;</i>- <i>Compliance with statutory and mandatory training for medical and dental staff.</i>			
Organisational Culture Programme			
Consideration was being given to modifying existing mechanisms to facilitate more accessible conversations and embed healthier working relationships across the health board. Sessions were taking place with the business partners on the wider organisational development programme rather than just focus on sickness absence and the principles of ‘Just Culture’. Interactive training sessions were in development to support facilitated conversations. The work around ‘Freedom to Speak Up’ was progressing. Plans were in development for a ‘Big Conversation’ across the organisation to determine what staff felt the current culture was and what it needed to be. These would be shared with the executive team and Management Board for approval by early September 2022. Consideration would then be given as to how the results would be shared. Regular meetings were taking place with Welsh Government to provide updates on progress.			

Committee members discussed the following points:

- *The 'What Matters to Me' programme led by the Director of Nursing and Patient Experience;*

Race Action Plan

The anti-racist Wales action plan was published by Welsh Government earlier in the year. This would be shared with the Workforce and OD delivery group later that week as part of the consultation to identify the areas relevant to the health board. It had also been shared with the BAME (black, Asian and minority ethnic) network and SAS doctors as well as other key staff groups to engage with the health board's plan. A formal draft of the health board's plan would be shared with the committee in December 2022.

Workforce Recruitment and Retention

The central recruitment team was now a permanent function and was growing as quickly as possible. Teams were being encouraged to use the service to support recruitment but this did require an investment. An external company had been commissioned to develop recruitment branding to make the health board of an employer of choice and the approach had been agreed by the Management Board. Progress was being made in terms of medical recruitment and the first specialist grade in oncology had been appointed and a significant increase in the number of applicants for consultant posts.

Committee members discussed the following points:

- *The overseas nursing recruitment programme and any associated challenges.*

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

Workforce and OD Risk Register

The committee last received the risk register in April 2022 and an updated version was presented to the board in July 2022. Four risks remained allocated to the committee and no changes had been made to the scores since the last iteration, with recruitment of medical and dental staff and nurse staffing levels both at a score of 20. The mitigating actions remained in place. Midwifery services and closure of the burns services had been referred to the committee for information as both related to workforce issues.

Committee members discussed the following points:

- *How the committee can take assurance around the partnership with trade unions;*
- *Limited staffing within biomedical sciences and the resulting temporary transfer of the service from Singleton Hospital to Morriston Hospital for three months;*
- *Workforce resilience and this risk would be discussed further but the Workforce Delivery Group;*

Medical Workforce Efficiencies

Vacancies were the reason for 49% of medical locum usage despite the high levels of ongoing recruitment. This was to be reviewed to determine the reasons why. Locum costs had increased since the last update and this was mostly due to internal locums as Medacs expenditure was broadly in-line with the rest of Wales and there was a significant reduction in the amount of locum costs below the cap. General medicine and psychiatry were the biggest users of locums and costs were reducing in the emergency department. Work was needed with the service groups to reduce the amount of off-contact agency locums used.

Committee members discussed the following points:

- *Recovery of the higher expenditure costs for off-contact locums;*
- *Progress to establish an all-Wales contract.*

Industrial Action

As part of any other business, members were advised of the intentions of a trade union to ballot its members for potential industrial action against the recently announced pay deal. Plans were being developed should this go ahead.

Delegated action by the committee:

No delegated action was taken by the committee.	
Main sources of information received:	
As outlined above.	
Highlights from sub-groups reporting into this committee:	
Reports from the following sub-groups were received for noting: <ul style="list-style-type: none"> - Medical Workforce Board - Nursing and Midwifery Board - Therapies and Health Science Group. - Workforce Delivery Group 	
Matters referred to other committees	
None identified.	
Date of next meeting	11 th October 2022