

Swansea Bay University Health Board

Unconfirmed

**Minutes of the Workforce and Organisational Development Committee
held on 13th October 2022 at 11.30am
Microsoft Teams**

Present:

Tom Crick Independent Member (in the Chair)
Nuria Zolle Independent Member
Pat Price Independent Member

In Attendance

Debbie Eyitayo Director of Workforce and Organisational Development (OD)
Richard Evans Executive Medical Director (from minute 123/22)
Julian Quirk Assistant Director of Workforce and OD
Kay Myatt Head of Education, Learning and Organisational Development
Sharon Vickery Assistant Director of Workforce and OD (from minute 123/22)
Gareth Howells Interim Director of Nursing and Patient Experience (from minute 126/22)
Rhian Lewis NWSSP Internal Audit
Hazel Lloyd Director of Corporate Governance
Natalie Mills Lead OD Facilitator (observing) (to minute 123/22)
Ruth George Human Resource Business Partner
Julie Lloyd The Big Conversation and OD Culture Project Lead (to minute 123/22)
Paul Dunning Professional Head of Staff and Health and Wellbeing (from minute 126/22)
Keir Warner Head of Procurement (minute 131/22)
Leah Joseph Corporate Governance Manager

Minute	Item	Action
116/22	WELCOME	
	Tom Crick welcomed all to the meeting and thanked colleagues for the later start of the meeting.	
117/22	APOLOGIES	
	Apologies for absence were received from Christine Morrell, Director of Therapies and Health Science and Jackie Davies, Independent Member.	

118/22	DECLARATIONS OF INTEREST	
	There were no declarations of interest.	
119/22	MINUTES OF THE PREVIOUS MEETING	
	The minutes of the meeting on the 19 th August 2022 received and confirmed as a true and accurate record.	
120/22	MATTERS ARISING	
	<p>The following matters were discussed:</p> <p>(i) <u>New and expectant mother’s procedure</u></p> <p>Tom Crick highlighted that the document was referred from Health and Safety Committee to Workforce and OD Committee for noting.</p> <p>(ii) <u>Level two infection control training not being mandatory on electronic staff record for clinical staff</u></p> <p>Tom Crick informed committee members that the item had been referred from Quality and Safety Committee for discussion as the infection, prevention and control level two training was not mandatory for staff members, and queried whether training could be incorporated into the electronic staff record statutory and mandatory training. Pat Price highlighted that managers were unable to review training compliance. Julian Quirk advised that there was no opportunity to add the infection, prevention and control additional training levels to the electronic staff record statutory and mandatory training.</p> <p>Tom Crick queried whether clinical staff would be categorised and automatically assigned to specific training. Julian Quirk advised that that there was no information on the system per job title. Debbie Eytayo advised that there was the functionality to build in the competency requirements by job role within electronic staff record, however this was a huge piece of work and something it seemed had not been tackled across Wales. Tom Crick suggested that feedback be provided to Quality and Safety Committee. Debbie Eytayo advised that she would flag the discussion with Gareth Howells as the lead executive for Quality and Safety Committee. Kay Myatt advised that the team were trialing and mapping mandatory training for specific areas relate to role essential training.</p>	DE

121/22	ACTION LOG	
	The action log was received and noted .	
122/22	WORK PROGRAMME 2022-23	
	The work programme was received and noted .	
123/22	GUARDIAN SERVICE BI-MONTHLY REPORT	
	<p>A bi-monthly Guardian Service report was received.</p> <p>In introducing the report, Julie Lloyd highlighted the following points:</p> <ul style="list-style-type: none"> – 251 staff listened to/spoken up and or sign posted in confidence between the period of May 2019 to August 2022. Between the same period,185 concerns resolved/closed, with 74% of total concerns raised to date; – There have been a total of 57 promotional/communications activities and the roadshow remains ongoing to spread messages; – It was positive to note that there have been no concerns raised under the theme of bullying and harassment, although management issues remain the main reason for contacting the service; – Less contacts were wanting to keep their concern confidential at the end of the last reporting year reducing from 94% to 74%, this year is currently reporting at 80%. In terms of reasons for using the service, fear of reprisal is up from 3.33% last year to 15% this year; – 175 new starters have completed our virtual Values Led Corporate Induction Programme. <p>In discussing the report, the following points were raised:</p> <p>Tom Crick thanked the Guardian Service for their positive impact on the organisation to provide wider support for staff. Nuria Zolle was supportive of the Guardian Service, but queried whether lessons learned were able to be shared across Health Boards surrounding actions being taken to implement a report mechanism to link with the annual report. Julie Lloyd advised that the Board Development toolkit would be utilised to share learning.</p> <p>Pat Price queried whether there was a service delivery model in place for the 24/7, 365 day service. Julie Lloyd advised that the Health Board established how many guardians were appropriate to support the service.</p>	

	<p>The national guardian central telephone line was available and the framework was robust supported by two full-time guardians.</p> <p>Debbie Eytayo advised that the governance structure in place enabled ownership across the whole organisation and updated were provided to Management Board. She noted that utilisation numbers were lower than previous and the organisation was able to give notice surrounding particular highlighted issues for the Guardian Service to offer support in those areas. The Guardian Service had recently been deployed to Ward F at Neath Port Talbot Hospital following incidents to provide tangible support.</p>	
Resolved:	The Guardian Service bi-monthly report be noted .	
124/22	CULTURE AND VALUES	
	<p>A verbal update on culture and values was received and the Learning our Values Awards (LOV) recording was presented to committee members.</p> <p>In introducing the update, Julie Lloyd highlighted the following points:</p> <ul style="list-style-type: none"> – The LOV Awards was held on 21st September 2022. £12,150 sponsorship had been raised and 2,165 individuals cast a total of 16,973 votes. There is currently no budget for next year’s LOV awards, however the team are collaborating with the quality improvement team and the insights, communications and engagement team; – The Health Board’s vision is to continue to develop its culture so that it is a place where people want to work and stay by ensuring people feel valued, appreciated, listened to and supported to learn and develop; – Development of ‘The Big Conversation’ was ongoing with focusses on building a clinically-led, quality focused organisation, involving and engaging with all staff, and active listening to staff voices; – The NUS Wales Staff Survey 2023 was led by Health Education and Improvement Wales. The survey provided the opportunity to learn lessons from NHS England and also links to staff experience indicators. <p>In discussing the report, the following points were raised:</p> <p>Richard Evans reflected that the Swansea Arena environment where the LOV Awards was held gave staff a sense of being valued. Tom Crick highlighted that the messaging was important to demonstrate to Welsh Government the positive things taking place in Swansea Bay University</p>	

	<p>Health Board. Nuria Zolle noted that the value goes beyond quantifiable outcomes, and the progress and impact should link strategically to identify transformation. Debbie Eyitayo highlighted there was a need to define results of the work and hear from the workforce.</p> <p>Debbie Eyitayo suggested that the LOV Awards recording be used at a future Health Board meeting. Hazel Lloyd undertook to discuss the recording with the Health Board Chair.</p>	HL
Resolved:	<ul style="list-style-type: none"> - A discussion to take place with the Director of Corporate Governance and Chair surrounding the presentation of the LOV Awards recording at a future Health Board meeting. - The verbal update be noted. 	HL
125/22	E-ROSTERING	
	<p>A verbal update on culture and values was received.</p> <p>In introducing the update, Julian Quirk highlighted the following points:</p> <ul style="list-style-type: none"> - Swansea Bay University Health Board were proceeding with one single roster system 'Allocate' and proposals were being presented to Management Board consolidating to the one system; - The team were confident that the roll out would be completed by 1st April 2023; - 'Allocate' system had been rolled out to all nurses, however there were challenges getting staff to utilise the system effectively. Work remained ongoing to strengthen usage and utilisation. 	
Resolved:	The verbal update be noted ;	
126/22	ANTI-RACIST ACTION PLAN	
	<p>The anti-racist action plan was received.</p> <p>In introducing the action plan, Kay Myatt highlighted that the action plan was realistic in respect of timeframes and outcomes, and extra action was implemented following executive endorsement via Management Board which included recording short videos on anti-racism and values.</p> <p>In discussing the report, the following points were raised:</p>	

	<p>Tom Crick found the action plan clear and noted the work as a key priority for Wales in general.</p> <p>Nuria Zolle queried whether there would be learning for all Board members including Independent Members. Kay Myatt advised that the action plan would include Independent Members and would link in nationally for the rollout. Hazel Lloyd informed committee members that the plan was listed to be covered at a future Board Development session for Board members.</p> <p>Nuria Zolle queried the coverage of recruitment and talent programme for engagement. Kay Myatt advised that the coverage was reduced from the previous action plan and the actions within the document linked as part of the Integrated Medium Term Plan objectives. She noted that Welsh Government were launching the LGBTQ+ plan and disability plan next and integrated plans would be reviewed accordingly.</p> <p>Debbie Eytayo highlighted the need to raise the profile and work remained ongoing.</p>	
Resolved:	The anti-racist action plan was ratified .	
127/22	WORKFORCE RECRUITMENT AND RETENTION	
	<p>A report providing an update on workforce recruitment and retention was received.</p> <p>In introducing the report, Sharon Vickery highlighted the following points:</p> <ul style="list-style-type: none"> – The central resourcing team continue to face pressures and options were being worked through to create workforce availability for the team; – 457 applications have been received directly from Nigerian nurses, and the overseas nurse recruitment campaign continues to support the interview processes; – Theatres we will put together a generic theatres advert to ensure the Health Board can capture, filter and processing any potential applicants as soon as received to minimise risk of withdrawals or other offers; – The team were highly commended at the Health Board LOV Awards after being nominated for the Welsh Language Award due to their commitment to utilising the relevant translations in all their public facing work. <p>In discussing the report, the following points were raised:</p>	

	<p>Tom Crick observed that it was good to have a preemptive and proactive approach.</p> <p>Gareth Howells highlighted that specific work was undertaken last week to match up vacancy to recruitment and risks linked to staffing. Confirmation had been received from Welsh Government in regards to capital funding to develop the third floor training suite at Head Quarters to support training for international nurses. Sharon Vickery advised there was an All-Wales appetite to look at starting salaries for overseas nurses. Tom Crick supported professional development of the nurses in light of their expertise.</p>	
Resolved:	The report be noted .	
128/22	WORKFORCE METRICS REPORT	
	<p>A report providing an update on workforce metrics was received.</p> <p>In introducing the report, Julian Quirk welcomed feedback from committee members surrounding the format of the report.</p> <p>In discussing the report, the following points were raised:</p> <p>Tom Crick advised that it would be good to develop a trend piece for month-on-month comparison with a red, amber and green rating included. Nuria Zolle liked the format and was pleased to see that the personal appraisal development reviews and estates performance had improved.</p> <p>Pat Price liked the staff and wellbeing actions, but suggested adding external benchmarking in future to provide assurance on management of sickness across the Health Board. Julian Quirk advised that periodical deep dives would continue and would need to be reported separately as activity dominated sickness absence management. Ruth George advised that robust actions plans for hot spot areas of high sickness levels were in place.</p> <p>Debbie Eyitayo recommended that a deep dive on turnover be brought to December's Workforce and OD Committee, and a deep dive on sickness be brought to February's Workforce and OD Committee. She noted that the team were reviewing timely absence reporting and validity of information for robust reporting. Tom Crick highlighted that it would be useful to have historical trends for comparisons.</p> <p>Julian Quirk advised that there had been a significant decrease in COVID-19 absence sine the Omicron wave, however recently rates had increased to over 100 which was predicted following the return of schools and universities. Tom Crick raised vaccine hesitancy and viability and testing</p>	DE

	<p>regimes may have affected the vaccine uptake. Paul Dunning advised that staff influenza vaccination uptake levels were 30% and 33% for COVID-19 booster vaccinations. Plans were ongoing to increase further uptake in November 2022.</p> <p>Richard Evans advised that that the Health Board needed to increase its agility when bringing in mitigation actions including mask wearing. There was an expectation that Welsh Government would provide guidance for quick implementation and standing down of mitigating actions. There was no community prevalence to guide the response of actions. Tom Crick highlighted the need to reaffirm messages within the organisation.</p>	
Resolved:	<ul style="list-style-type: none"> – Deep dive on turnover be taken through December’s Workforce of OD Committee. – Deep dive on sickness on be taken through February’s Workforce and OD Committee. – The report be noted. 	<p>DE</p> <p>DE</p>
129/22	CARING FOR THE CARERS	
	<p>A caring for the carers report was received.</p> <p>In introducing the report, Paul Dunning highlighted that Audit Wales completed an audit in October 2021 and the report reflected work against the recommendations.</p> <p>In discussing the report, the following points were raised:</p> <p>Nuria Zolle observed that it was important that the organisation continued to sustain and support the recommendations. Paul Dunning advised that a business case was previously approved by Management Board for additional investment.</p> <p>Gareth Howells highlighted the good work, but recognised the challenging environments staff are working with and the importance of embedding staff support. Paul Dunning stated that early intervention is available to staff under Trauma Risk Management. Debbie Eytayo advised that there were links with equality, diversity and inclusion, and work was underway to provide palatable social and work environments.</p>	
Resolved:	The report be noted .	
130/22	MEDICAL WORKFORCE EFFICIENCIES	

	<p>A report providing an update on medical workforce efficiencies was received.</p> <p>In introducing the report, Sharon Vickery highlighted the following points:</p> <ul style="list-style-type: none"> – The reporting mechanism will move from bi-monthly to quarterly to manage and identify trends; – The ‘medic on duty’ rollout was complex and job plans were not accurate as the system requires greater detail. As such, the team were concentrating on lead models and not job plans. 	LJ
Resolved:	<ul style="list-style-type: none"> – Work programme to be updated to reflect reporting mechanism from bi-monthly to quarterly. – The report be noted. 	LJ
131/22	PROCUREMENT TRAINING	
	<p>A report on procurement training and awareness across the Health Board was received.</p> <p>In introducing the report, Keir Warner highlighted the following points:</p> <ul style="list-style-type: none"> – 143 staff members recently attended a virtual training session focused on procurement processes for the whole of the organisation; – Drop in clinics and training sessions will be arranged throughout the year and slides will be published on the intranet for learning. – Question and answer sessions had provided depth for development of future training sessions; – The procurement team were already seeing benefits and progress was ongoing. <p>In discussing the report, the following points were raised:</p> <p>Nuria Zolle noted that Audit Committee would review impact for standing order compliances. Gareth Howells fed back that the training would be beneficial to the organisation and its staff.</p>	
Resolved:	The report be noted .	
132/22	MEDICAL WORKFORCE BOARD UPDATE REPORT	

Resolved:	The Medical Workforce Board highlight report was received and noted .	
133/22	THERAPIES AND HEALTH SCIENCE GROUP	
	<p>A report providing a summary of the discussions at the Therapies and Health Science Group was received.</p> <p>In discussing the report, the following points were raised:</p> <p>Nuria Zolle welcomed more information surrounding radiology recruitment position outside of the committee meeting.</p>	CM
Resolved:	<ul style="list-style-type: none"> – Information surrounding radiology recruitment position be confirmed to Nuria Zolle outside of the committee meeting. – A report be noted. 	CM
134/22	ITEMS TO REFER TO OTHER COMMITTEES	
	There were no items to refer.	
135/22	ANY OTHER BUSINESS	
	There were no items raised under any other business.	
136/22	DATE OF NEXT MEETING	
	The date of the next meeting was noted as 13 th December 2022.	