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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	Liz Stauber, Head of Corporate Governance		
Chaired by	Tom Crick Independent Member (Digital)		
Lead Executive Director (s)	Debbie Eyitayo, Director of Workforce and OD		
Date of last meeting	14 February 2023		

Matters to Draw to the Attention of the Board (particularly areas relating to risk or quality)

- Our Big Conversation – Phase One**

Key Matters Raised by Members for Board Attention: Phase One of the Big Conversation started on 31st October with a comprehensive communication and promotional plan which reached 4000 staff online and over 400 staff face to face, with 540 Pulse survey responses. The top themes were culture and behaviour; patient and service user experience; quality and improvement; leadership and management; communication and information.

Other Areas Discussed: what is emerging from phase two is that people want to know what a quality driven organisation is and what its characteristics are. When this is explained it is recognised that this far from the current position and while staff may deliver a high quality service in their own service, virtually no one is saying this is so in a multidisciplinary or interdisciplinary environment. The Big Conversation is a wakeup call to do the work to create that quality led organisation by developing that collective vision and all the understanding of what a quality driven organisation looks, feels and acts like.

- Nursing Establishments: Primary Care**

Key Matters Raised by Members for Board Attention: the underspend resulting from vacancies for band five and six district nurses, and while this did give an underspend position for the service group, there were concerns around sustainability. It was noted that recruitment was ongoing but vacancies did take some time to fill and there were financial benefits from this.

Other Areas Discussed: a general overview of the nursing services provided the primary, community and therapies service group was discussed. In particular, it was noted that the business case for gender services was being worked through and had now been included in the integrated medium term plan (IMTP), but a solution could be possible on an all-Wales basis as this was a challenging areas across all organisations.

Other Areas of Discussion

- Board Effectiveness Action Plan**

Progress against the action plan is monitored via the Audit Committee but specific actions have been allocated to board committees for additional scrutiny and oversight. 10 actions

are allocated to the Workforce and OD Committee and progress has been updated by the lead directors. Six have been completed, three are still within their timescales but one is overdue. There are two actions outstanding from last year's action plan which are relevant to this committee, neither of which are closed. The first relates to the organisational cultural survey - the Big Conversation – which is well underway, and the national staff survey is expected in August 2023.

- **Workforce Recruitment and Retention**

Focus is being given to the branding and attraction project associated with the recruitment and retention strategy aligned to the recovery and sustainability plan. A demonstration in was given of the recruitment website under development intended to bring alive a sense of belonging within the health board, both in work and in the wider community. Real staff were being used for the recruitment campaign to share why wanted to work for the health board.

- **Medical Workforce Efficiencies**

Over the last 3 months there has been a significant increase in negotiations regarding pay above the Welsh Government capped rates and for internal locums around half of those shifts are being negotiated. As a result, the Executive Medical Director and Director of Workforce and OD have been developing an efficiency programme to reduce medical locum spend. Half of the rates for agency are being negotiated as well as 100% of shifts worked above Welsh Government rates to bring these rates down.

- **Workforce Metrics and Key Performance Indicators**

It was noted that the health board had one of the highest compliance rates in Wales for statutory and mandatory training.

- **Management of Attendance at Work**

Focus was being given to sickness absence and staff resilience.

- **Deep Dive on Workforce Planning**

Building capability and capacity to plan workforce is a key priority given the transformation agenda within the health board. Strengths include many examples within the organisation where effective workforce planning has resulted in workforce transformation over the last 12 months. Weaknesses and challenges include lack of capacity to plan, lack of workforce planning skills, knowledge, and experience in some areas plus frequent changes to templates. Opportunities include standardising templates and “Grow our Own” options e.g., apprentices, recruiting from our own communities as well as developing the unregistered workforce, delegation and working at top of license. Threats include lack of bank staff for some staff groups (e.g., therapies) to enable a flexible workforce to meet service change requirements in the short term until ‘grow our own’ options are available.

Decisions Made for Approval by the Board

No decisions were made requiring board approval.

Updates Received from Sub-Groups

Reports from the following sub-groups were **noted**:

- Workforce Delivery Group;
- Medical Workforce Board;
- Therapies and Health Science Group;
- Welsh Language Delivery Group.

Matters Referred to Other Committees

There were no matters referred to other committees.

Date of next meeting	04 April 2023
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