



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



		Agenda Item	2.2 (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	12 April 2022		

Summary of key matters considered by the committee and any related decisions made.

Workforce recruitment and retention Presentation

A presentation was received which included highlights on the Attraction and Branding Campaign, Central Resourcing Team, Medical On-Boarding Website, Fatigue and Facilities Charter and Recruitment and Retention Group.

Workforce Key Performance Indicators

A report was received for assurance. Welsh Governments target for Personal Appraisal Development Review (PADR) compliance is 85%. Currently our overall Health Board compliance stood at 55.95% as of 28th February 2022, excluding Medical and Dental staff. This represented an year-on-year increase of 4.78% compared to 28th February 2021 (51.17%) with 620 additional PADR's completed. Service groups are being supported around PADR compliance and discussions have taken place at Service Group meetings. They have been prioritizing staff who have not completed their PADR, along with focusing on hot spot areas to increase compliance. Focus remains on quality and quantity of the PADRs being completed. Reports are being disseminated to corporate directors for visibility which is available on the business intelligence dashboard. Dedicated time-out had been incorporated into rosters to ensure PADR's are completed. Estates and facilities have increased their Statutory and Mandatory compliance to 79.19% which is a huge increase.

Committee members discussed the following points:

- *Increments related to PADR*

Medical Workforce Efficiencies

A report was received for assurance that highlighted that during the last 24 months, Swansea Bay University Health Board (SBUHB) had faced an unprecedented workforce demand due to the impact of COVID-19. SBUHB continues to fill approximately 1,000 locum duties per month. The demand on locum usage has continued steadily during the course of the last 24 months and whilst the costs have fluctuated the demand has been relatively consistent. On average SBUHB continues to spend approximately £500k per month on internal locum spend. Data reflects that there has been a cost reduction, which has been a consistent trend from September 2021. These costs only capture the locum work undertaken by internal and MEDACS locums, and there are other agencies being utilised which are not captured. There is a piece of work ongoing to relaunch MEDACS and drive out non-contracted use of companies. Progress continues with the rollout of 'locum on duty' and 'medic on duty'.

Committee members discussed the following points:

- *A culture shift to elect to use non-contracted companies for locums;;*
- *'Locum on duty' had enabled further conversations around remuneration.*

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

Health Board Risk Register (HBRR)

The HBRR was last received by the Board in March 2022. Since then risks have been subject to Executive review and updates. The HBRR contained 39 risks, of which four have been allocated to the Workforce and OD Committee for oversight, and two are overseen by other Committees, but reported to Workforce and OD Committee for information. The four risks for oversight are: workforce recruitment of medical and dental staff; Nurse Staffing Levels Act; partnership working; and workforce resilience. The two risks for information are: midwifery critical staffing levels; and closure of burns service.

Committee members discussed the following points:

- *Turnover effected by seasonal trends;*
- *COVID-19 Gold Command risks;*
- *Overseas nursing recruitment;*
- *Maternity staffing issues;*
- *Long COVID-19 service funding.*

Delegated action by the committee:

None taken.

Main sources of information received:

COVID-19 Workforce Position

A verbal update was received from the Assistant Director of Workforce and OD which detailed that staff COVID-19 related absences have plateaued to approximately 390 that week. There had been discussion around whether measures in place to live with COVID-19 effect the figures. SBUHB was awaiting a revision of risk assessment tool from Welsh Government to enable the deployment of staff into areas as the rules around managing COVID-19 have changed. Changes had been made to sick absence relating to long COVID-19 which includes full pay prior to reducing to zero. The first dismissal following long COVID-19 has taken place and the individual was pleased with the outcome. The first formal claim injury benefit has been received which related to the period of March 2020. They have been a handful of cases across Wales.

Presentation on organisational culture programme

A presentation was delivered detailing that the organisation had undertaken a significant piece of work around quality improvement and the quality management system. Culture was foundational to this work. A Board Development session had been scheduled to discuss the needs in more detail. A focus has been on the *Just Culture* objectives which gives a description of how employee relations processes should take place at SBUHB. The just culture principles are fair treatment of staff; supporting staff to be open about mistakes; supports existing values and behaviours. The presentation included the Health Board values, benefits of a great culture to improve patient safety and reduce adverse patient outcomes.

Personal Injury File Reviews was received for noting.

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.

Matters referred to other committees

None identified.

Date of next meeting	14 th June 2022
-----------------------------	----------------------------