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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



		Agenda Item	2.4 (vii)
Freedom of Information Status		Open	
Reporting Committee	Workforce and OD Committee		
Author	Claire Mulcahy, Corporate Governance Manager		
Chaired by	Tom Crick, Independent Member		
Lead Executive Director (s)	Debbie Eyitayo, Interim Director of Workforce and OD		
Date of last meeting	12 October 2021		
Summary of key matters considered by the committee and any related decisions made.			
<ul style="list-style-type: none">Deep Dive into the Guardian Service – The report detailed activity and outcomes since the service was launched in May 2019. 192 staff have been listened to/spoken up and or sign posted in confidence during the period and 140 concerns have been resolved/concerns have been in closed. The pandemic had impacted on activity with peaks in activity emerging in the period of the pandemic. Concerns with line management remained the highest concern/issue raised and this has been attributed to process issues. The Just Culture learning and a focus on healthy working relationships have been aligned. Next steps included; data triangulation between workforce metrics and feedback from the staff survey and there would be drill down into department level information. There was an aim to enhance communication and promotion of the service via drop in sessions, virtual inductions, ESR and Datix and there would also be a focus on visible leadership and internal communications. It had been agreed that the contract had been extended until November 2022. <p>Key Matters raised by members;</p> <ul style="list-style-type: none"><i>Staff concerns</i>; members were pleased to note the Chief Executive involvement in addressing concerns that staff are not listened to and the continuation of the service;<i>Data Triangulation</i>; the importance of utilizing all data available to address issues systematically and the links with Just Culture and Healthy Working Relationships. <ul style="list-style-type: none">E-Rostering – The strategy of the programme was to increase visibility of staff levels across the health board with a focus on quality and safety and the health and wellbeing of staff. This was a supportive implementation programme to enable the use and ability to harness the system. A scrutiny process had been embedded at both corporate and service group levels with key performance indicators integrated. The acuity tool was to be implemented on the 1st November which would triangulate information from the roster, staffing levels and the acuity of patients and would enable more informed decisions in terms of movement of staff, covering risk and ensuring appropriate care levels. Challenges during the process include addressing cultural issues and key behaviours with managers and rosters not being maintained due to operational pressures on the wards. The system had been fully migrated in Morriston and the next step was within Paediatrics. The medical staffing product had been purchased to ensure the same level of visibility for medical staff and the system would also assist in the job planning process as well as the management of leave.			

Key matters raised by members;

- *Progress of the programme*; members acknowledged the significant amount of work undertaken and were pleased to see the programme come to fruition as well as the progress made in terms of the digitalisation agenda and links to Nurse Staffing Act. Although some resistance was anticipated, it had been a collective effort and the process had gone smoothly.
- *Challenges*; some staff disliked the transparency of the system. The system has given the ability to address performance issues and enabled difficult conversations. The transparency and the audit ability of the system could expose both cost and efficiency improvements.
- *Culture*; considerable effort was required to address culture blockages, the aim of the othe system is to make life easier for staff and culture would change when things are made easier for people.
- *Next steps*; roll out to all areas of the health board and across all professional groups. This will aide service development and shape the delivery of care provided.

• **Recruitment and retention; Enabling a Sustainable Workforce in the Under 25's-**

This work is embedded into the Annual Plan actions around recruitment and retention, our Welsh Specific Equality Duties and links to our role as a public service employer under the Wellbeing of Future Generations Act 2015 and a Healthier Wales Plan. The health board has 6% of staff within this age band. Work was underway with Neath Port Talbot College to scope some work with a focus on Young People Not in Education, Employment or Training (NEET). The health board apprentice academy was the first in Wales with 68% of apprentices since the launch being under 25 on appointment and 53% of apprenticeships move onto a higher apprenticeship, substantive roles or higher educations. SBUHB and NHS careers has been promoted to over 250 young people and Virtual hubs have been created within the Jobcentre reaching 90 individuals. The Kickstart Scheme within Jobcentre has secured 38 placements and a business case is being progressed to increase this further. In the last 2 years there have 291 starts of those out of employment of which 22% under 25's, and a high percentage of lone parents and from black or ethnic minority backgrounds. This is supporting the community programme and the health board has strong links within the community; the *Youth Homelessness Organisation*, *Ethnic Youth Support Team* and the *Prison Service*. Of the 150 of staff at mass Vaccination Centres, 57 of which were under 25. The health board Graduate Gateway has a sought after tailored 2 year programme and of the 18 graduated, 5 were under the age of 25 and 93% of individuals remain within SBUHB and 100% within NHS Wales.

Key Matters raised by members;

- Members commended the significant amount of work undertaken to support the under 25's to secure and retain employment. The wider partnership work with colleges and universities was good.
- *Next Steps*; Via Health Education and Improvement Wales (HEIW), both high-level pathways and further funding pathways would be explored. The continuation of four-year apprenticeships and a communication strategy to publicise and attract apprentices.

• **Medical Workforce Efficiencies** – data for August 2021 had identified the utilisation and costs associated with medical agency had reduced although there had been an increase in the number of locum shifts negotiated above the capped rates. The ambitious medical efficiency programme was underway including the progression of roll out of Allocate Medic; recruitment campaign and increased scrutiny of locum bookings. Some pressures have been seen in terms of junior doctors as they are rostered differently and this presents a high financial risk; Some areas have utilised locums above their establishment and it has been identified that

a number of areas are using off framework contracts - this raises both the risk in terms of quality and cost.

Key matters raised by members;

- *Checks for Agency Staff* – members stressed the importance of having the right checks in place. They were assured that there was increased focus on making improvements regarding off contract cases and ensuring correct checks are in place.

- **Nurse Staffing Levels (Wales) Act 2016** – members noted the three-yearly assurance report which provides the overall compliance with the requirements of ‘the Act’, 2016, for the reporting period 6th April 2018 to 5th April 2021. There were robust mechanisms in place over the 25 areas that the Act is in place and significant work undertaken via the triangulation method; The extension of ‘the Act’ into paediatric inpatients areas from the 1st October 2021. The two paediatric areas were assessed; Oakwood Ward and Ward M at Morriston and as a consequence of increased acuity of patients, a significant uplift was required of registered nurses and health care support workers (HCSW) at a total of £0.63m full year cost.

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

None identified.

Delegated action by the committee:

None identified.

Main sources of information received:

- An update on **Workforce Metrics** was received.
- A **Workforce COVID-19** update was received and noted.

Highlights from sub-groups reporting into this committee:

- **Medical Workforce Board Update Report** was noted.
- **Workforce and Delivery Forum Report** was noted.

Matters referred to other committees

None identified.

Date of next meeting

13th December 2021