

Swansea Bay University Health Board
Unconfirmed
Minutes of a Meeting
of the Workforce and Organisational Development Committee
held on 23rd July 2019, Health Board HQ, Baglan

Present

Tom Crick Independent Member (in the chair)
 Reena Owen Independent Member

In Attendance:

Hazel Robinson Director of Workforce and Organisational Development (OD)
 Kay Myatt Head of Learning and Development
 Helen Griffiths Corporate Head of Nursing
 Sharon Vickery Assistant Director of Workforce and OD
 Liz Stauber Interim Head of Corporate Governance

Minute	Item	Action
155/19	WELCOME Tom Crick welcomed everyone to the meeting.	
156/19	APOLOGIES Apologies for absence were received from Julian Quirk, Assistant Director of Workforce and OD; Kathryn Jones, Assistant Director of Workforce and OD; Sam Lewis, Assistant Director of Finance; Jackie Davies, Independent Member; Emma Woollett, Interim Chair; Chris White, Chief Operating Officer/Director of Therapies and Health Science; Richard Evans, Medical Director and Gareth Howells, Director of Nursing and Patient Experience.	
157/19	DECLARATIONS OF INTEREST There were no declarations of interest.	
158/19	MINUTES OF THE PREVIOUS MEETINGS The minutes of the meetings held on 28 th June 2019 were received and confirmed as a true and accurate record except to note Lynne Jones's job title as Head of Nurse Education and the following amendment: <u>141/19 Nursing and Midwifery Board</u>	

A report setting out the key discussions of the *nursing and midwifery* board was **received**.

159/19 MATTERS ARISING

(i) 139/19 Workforce Risks

Reena Owen sought further details as the high value opportunities aligned with workforce. Hazel Robinson advised that there were three workstreams, nursing, medical and therapies, and suggested an update on progress be brought to the next meeting. This was agreed.

HR

160/19 ACTION LOG

The action log was **received** and **noted**, with the following update:

(i) Action Point One

Reena Owen stated that there needed to be a strong focus on improving personal appraisal and development review (PADRs) compliance within estates and facilities as this had been referenced as part of a recent Health and Safety Executive review. Hazel Robinson concurred, adding that the heads of these departments would be attending the next meeting of the committee to discuss the action plans.

161/19 COMMITTEE WORK PROGRAMME

The work programme for the committee was **received** and **noted**.

162/19 WORKFORCE METRICS

A report setting out workforce metrics was **received**.

In introducing the report, Hazel Robinson highlighted the following points:

- The sickness absence rate continued to decrease and was currently at 5.8%. A spike had been evident in April 2019 for long-term which then stabilised, for the reasons for which needed to be understood;
- Statutory and mandatory training compliance was at 76% and meetings were to take place with the subject matter experts to determine automatic compliance for those working at a higher level, but the electronic staff record (ESR) would need to be manually updated;

- The majority of the vacancy details for junior doctors had been received from the Deanery ready for the August 2019 intake but there were still some gaps;
- 118 newly qualified nurses from Swansea University had been recruited and would take up post in September 2019;
- Turnover remained at 8.5%;
- PADRs rates had reduced slightly;
- The new investigating officers were to be in post from August/September 2019.

In discussing the report, the following points were raised:

Tom Crick sought clarity as to how other health boards addressed the challenges in relation to statutory and mandatory training compliance. Kay Myatt responded that two had applied to Welsh Government to reduce the number of modules from 10 and another had moved away from e-learning to providing information leaflets. She added that further discussions were to take place at an upcoming meeting of the all-Wales project group.

Reena Owen queried whether the executive directors were leading by example and were fully compliant with their statutory and mandatory training. Hazel Robinson undertook to check this.

Sharon Vickery stated that discussions needed to be undertaken with Health Education and Improvement Wales (HEIW) to improve the vacancy process for junior doctors and there were still some challenges in relation to general medicine and core psychology. Two of the hospital sites had pre-emptively recruited junior doctors to address some of the gaps but not all would be able to start in August 2019, and some doctors on maternity leave had not been backfilled. Tom Crick queried as to whether the issue had been captured as a risk. Hazel Robinson confirmed that it had, adding that she and Richard Evans were due to meet to start the planning process for the following year.

Reena Owen sought clarity as whether there was a process in place for teams to monitor and manage sickness as well as targets for improvement. Hazel Robinson advised that proactivity could be improved and the sickness process did need to be implemented earlier in some areas to provide intervention and support. She added that wellbeing also needed to be considered more in order to keep people resilient and thriving in work.

- Resolved:**
- The report be **noted**.
 - Confirmation be sought as to whether executive directors were compliant with their statutory and mandatory training.

163/19

CHANGE IN AGENDA ORDER

HR

HR

The agenda order be changed and item 2.4 be taken next.

164/19

DEEP DIVE EXTENDED ROLE: CONSULTANT PHYSIO

Ceri Battle was welcomed to the meeting.

A presentation setting out the role of a consultant physio was **received**.

In introducing the presentation, Ceri Battle highlighted the following points:

- She was one of only two in the health board and 12 in the UK;
- It took three to four years to establish the post and it had a 50/50 split of clinical and research duties;
- She been appointed as an associate professor of emergency medicine at Swansea University and she was also the first female, non-medical lead of the Welsh Intensive Care Society;
- The role included being chief investigator for her own research projects and principal investigator for international programmes;
- Her work had created £80k income for 2018-19 which financed the clinical role;
- There were a number of challenges within the first few years of the post including lack of acceptance, saying 'yes' to all requests and lack of mentorships;
- There were few clinical promotion opportunities over a band 8a.

In discussing the report, the following points were raised:

Tom Crick stated that the presentation demonstrated the importance of having such an allied health professional role but he could understand some of the challenges faced.

Hazel Robinson queried if there were other specialities which would benefit from such an extended role. Ceri Battle advised that a significant amount of research work was being undertaken within stroke services which could be supported in this manner, as well as paediatrics.

Hazel Robinson asked whether there was an opportunity for the non-medical workforce within clinical services to meet and work together. Ceri Battle responded that not as a health board but there were national groups.

Tom Crick stated that there was significant benefit from the committee hearing of such roles and suggested a presentation be received on a quarterly basis. This was agreed, with the next one to be scheduled in October 2019 from the consultant nurse in emergency medicine.

Resolved: - The presentation be **noted**.

GH

- Quarterly presentations be received on extended roles, with the next one to be scheduled in October 2019 from the consultant nurse in emergency medicine.

165/19

MEDICAL AGENCY CAP

A report setting out compliance against the medical agency cap was **received**.

In introducing the report, Sharon Vickery highlighted the following points:

- The quarterly return had been submitted to Welsh Government for which the format had changed;
- A total of 13,511 internal locum and agency hours were booked in June 2019 for agency and internal locum medical staff compared to 8,788 in May 2019;
- The number of agency hours booked increased in June 2019 to 8,186 compared to 3,499 in May 2019. Extensions of existing bookings equated to 7,035 hours, at a value of £575,077, with the balance of 1,151 hours for new and ad hoc bookings, costing £93,168;
- There had been a significant increase in the use of locum consultants, particularly for haematology and adult psychiatry;
- Sessions were taking place with the units after their performance reviews to discuss agency spend and workforce plans;
- An all-Wales workshop was to take place in September 2019 to discuss neutral vend and master vend agency partners;
- The roll-out of the locum on-duty system would enhance reporting to the committee.

In discussing the report, Reena Owen queried if there were any consequences of breaching the cap. Sharon Vickery responded that Welsh Government had recently established a team to consider the data and the intention was for it to form part of the joint executive team and targeted intervention meetings. Hazel Robinson added that the health board was not an outlier in Wales and the monthly spend was driven up by a handful of posts which were difficult to recruit substantively.

Resolved: The report be **noted**.

166/19

PADR COMPLIANCE

A report providing an update in relation to compliance with PADR's was **received**.

In introducing the report, Kay Myatt highlighted the following points:

- There had been a slight reduction in compliance since April 2019 but the gap between the health board's performance and national average had increased;
- Departments with an annual cycle process were affecting the compliance rates as it was approaching the time of year when the reviews were due;
- Compliance within corporate nursing had improved by 20% but no improvement had been evident within estates and facilities;
- A research project into PADR's had commenced;
- It was possible that PADR's were being completed but the data not recorded on ESR.

In discussing the report, the following points were raised:

Tom Crick queried how the issue of PADR's being carried out within a department at the same time of year was to be addressed. Kay Myatt responded that for the most part, it was due to old structures and processes in order to cascade from the executive director's objectives. She added that this may have to change once the PADR date had to align with increment dates and work was ongoing to develop the all-Wales procedure for PADR's determining if pay progression should be awarded. Hazel Robinson suggested an update on the process be received at the September 2019 meeting. This was agreed.

Reena Owen stated that literacy issues or PC access could be limiting abilities to participate in PADR's and queried ways in which this could be addressed. Kay Myatt stated that group PADR's took place in some areas which focussed on the discussion and inputting the date into ESR, rather than completing paperwork.

Tom Crick noted that PADR compliance was an issue being raised at several committees and queried the plan going forward. Hazel Robinson responded that the units needed to be held to account and quarterly reviews were taking place.

Resolved:

- The report be **noted**.
- Update be received in September 2019 as to the process to align PADR completion with pay progression.

167/19

WORKFORCE AND OD FRAMEWORK

HR

HR

A report providing an update on the workforce and OD framework was **deferred**.

168/19 WORKFORCE RISKS

The workforce risk register was **received**.

In introducing the report, Hazel Robinson highlighted the following points:

- Some temporary recovery and sustainability monies had been invested into the workforce function and a proposal discussed with the Chief Executive as to the future structure;
- The retire and return of an occupational health consultant had commenced and temporary targeted monies had been invested to increase the capacity of the service;
- Consideration was being given to submitting a charitable funds bid to support the wellbeing programme;
- A meeting had taken place with trade unions and the Guardian Service to discuss any concerns;
- The appointment process for physician associates needed to be considered for 2020-21;
- Welsh Government had requested an analysis of the impact of the Her Majesty's Revenue and Custom (HMRC) pension changes.

In discussing the report, Reena Owen stated that the capacity of the workforce function continued to be a significant risk to the health board due to the structure. Tom Crick concurred, adding that a decision was needed as to where the investment would be made. He commented that it was critical that the committee's concern was raised to the board. Hazel Robinson advised it was important to note that other corporate functions also had challenges in relation to capacity.

Resolved: The report be **noted**.

169/19 HIW KW ACTION PLAN

A report providing an update on the action plan following the Healthcare Inspectorate Wales review of the Kris Wade case was **received** and **noted**.

170/19 KENDALL BLUCK REPORT

A report providing an update on the Kendall Bluck review was **received**.

In introducing the report, Sharon Vickery advised that a meeting was to take place with Kendall Bluck later that week to discuss the final report and a further update would be provided to the August 2019 meeting.

Resolved: The report be **noted**.

171/19 VACANCY CONTROL PANEL DECISIONS

A report setting out the decisions made by the vacancy control panel was **received** and **noted**.

172/19 MEDICAL WORKFORCE BOARD

A verbal report providing an update in relation to the medical workforce board was **received** and **noted**.

173/19 NURSING AND MIDWIFERY BOARD

A report setting out the key discussions of the medical workforce board was **received**.

In introducing the report, Helen Griffiths highlighted the following points:

- The next nurse staffing update would be considered by the board in November 2019;
- The nursing high value opportunity workstream had three elements; working at the top a licence, effective nurse rostering and enhanced supervision.

In discussing the report, Tom Crick suggested the committee receive a quarterly update on all workforce related high-value opportunities. This was agreed.

**HR/CW/
RE/GH**

Resolved:

- The report be **noted**.
- Quarterly updates on the workforce related high-value opportunities be received.

**HR/CW/
RE/GH**

174/19 ANY OTHER BUSINESS

There was no further business and the meeting was closed.

175/19 ITEMS TO REFER TO OTHER COMMITTEES

There were no items to refer to other committees.

176/19 DATE OF NEXT MEETING

The date of the next meeting was noted to be 27th August 2019.