

Swansea Bay University Health Board
Unconfirmed
Minutes of a Meeting
of the Workforce and Organisational Development Committee
held on 17th December 2019 at 2.00pm Health Board HQ, Baglan

Present

Tom Crick Independent Member (in the chair)
 Jackie Davies Independent Member

In Attendance:

Hazel Robinson Director of Workforce and Organisational Development (OD)
 Richard Evans Medical Director
 Lynne Jones Assistant Director of Nursing and Patient Experience
 Kay Myatt Head of Learning and Development
 Craige Wilson Deputy Chief Operating Officer
 Kathryn Jones Assistant Director of Workforce and OD
 Louise Joseph Assistant Director of Workforce and OD
 Julian Rhys Quirk Assistant Director of Workforce and OD
 Eileen Jones Medical HR Manager
 Claire Mulcahy Corporate Governance Officer
 Hannah Stockham Advanced Physiotherapy Practitioner/ Interim Service Manager, MCAS
 Des Keighan Assistant Director of Operations – Estates (Minute 247/19)
 Joanne Jones Head of Support Services (Minutes 247/19)
 Kevin Randall Consultant Nurse – Minor Injuries Unit (Minute 252/19)

Minute	Item	Action
240/19	WELCOME	
	Tom Crick welcomed everyone to the meeting.	
241/19	APOLOGIES	
	Apologies for absence were received from Chris White, Chief Operating Officer/Director of Therapies and Health Science and Gareth Howells, Director of Nursing and Patient Experience.	
242/19	DECLARATIONS OF INTEREST	
	There were no declarations of interest.	

243/19	MINUTES OF THE PREVIOUS MEETINGS	
	The minutes of the meetings held on 30 th October 2019 were received and confirmed as a true and accurate record.	
244/19	MATTERS ARISING	
	<p>(i) <u>220/19 Workforce Framework</u></p> <p>Jackie Davies stated with regards to the long service awards, staff members should be encouraged to come forward if they have 25 years or more service and asked whether this could be publicised via the intranet. Louise Joseph confirmed that this could be done again in the new year. She advised further that a bid was due to charitable funds committee to fund the long service awards as there was not a specific budget for these.</p>	
245/19	ACTION LOG	
	<p>The action log was received and noted with the following updates:</p> <p>(i) <u>Action Point Five</u></p> <p>Regarding the workforce capacity risk, Hazel Robinson confirmed that support of investment into the Workforce function had been agreed and she was very grateful for that support. The enhanced workforce capacity would enable board to address a number of challenges, but with the currently austerity measures in place we were unable to determine how quickly this can be progressed.</p> <p>Jackie Davies advised she was pleased on the progress in this area. She stated she fully supported this as vacancies in corporate positions do have an impact on frontline services for example in areas such as Job Evaluation. She queried whether the new posts would need to be advertised after April 2020. Hazel Robinson advised that they could go to advert now with start dates from April 2020.</p>	
246/19	WORK PROGRAMME	
	The committee work programme was received and noted .	

247/19	<p>UPDATE COMPLIANCE WITH PADRS AND STATUTORY AND MANDATORY TRAINING WITHIN ESTATES AND SUPPORT SERVICES.</p>
	<p>Joanne Jones and Des Keighan were welcomed to the meeting.</p> <p>Reports setting out compliance with personal appraisal and development reviews (PADRs) and mandatory training within Estates and Support Services were received.</p> <p>i. <u>Estates</u></p> <p>In introducing the report, Des Keighan highlighted the following points;</p> <ul style="list-style-type: none"> - Performance had increased in both areas, for PADRs compliance was now at 86.23% and mandatory training compliance was at 79.11%; - The dedicated post for managing and supporting staff in these areas had made a significant impact on performance; <p>In discussing the report the following points were raised;</p> <p>Hazel Robinson praised the increase in performance and added that it shows the impact of having extra support.</p> <p>Tom Crick queried whether the new dedicated post was a sustainable solution. Des Keighan replied that the department was undergoing a restructure and work was underway looking at estates management in areas such governance and assurance, the post would be looked at as part of this.</p> <p>Tom Crick queried whether the changes in the perceptions of staff had helped, Des Keighan replied this was the case in some areas and having the resource to support the staff in areas such as IT had helped.</p> <p>Des Keighan further added that plans were in place to have drop in sessions for staff. Tom Crick stated that this was positive in terms of sustainability going forward.</p> <p>ii. <u>Support Services</u></p> <p>In introducing the report, Joanne Jones highlighted the following points;</p> <ul style="list-style-type: none"> - Performance was progressing within support services in both PADRs and mandatory training with an increase to 62.5% from 28%. - While a real effort had been made to improve performance, December significantly busy time for catering in particular, with an aim to push forward again in January.

	<ul style="list-style-type: none"> - Group sessions in mandatory training had been arranged for January 2020 with expected attendance of around 30-40 staff - The aim is to have a dedicated resource within the team to monitor and manage the issue; - There was recruitment issue within domestics at the moment, particularly within Morriston Hospital. There would be a recruitment kick in January 2020. There was no capacity to release staff to undergo training and there had been a resource bid to Executive team. - There needed to be a push in getting staff trained on IT equipment also. A request for more IT equipment had been made but it was advised there was no stock available until April 2020; <p>In discussing the report the following points were made;</p> <p>Tom Crick commented that there was marked improvement here and this was positive. He made reference to the sustainability of the approach and asked if a dedicated resource would help. Joanne Jones replied that it would but also getting staff used to dealing with IT equipment was key. The issue of lack of available equipment would delay progress. Hazel Robinson offered her support in terms of the equipment issue and advised she would link with her executive colleagues as it should form part of core functions.</p> <p>Craige Wilson stated that he would like to formally note the excellent progress made within both areas and advised that this would further be monitored outside of the committee. Tom Crick thanked both Des Keighan and Joanne Jones for the work done to make such a vast improvement.</p>	
Resolved:	<ul style="list-style-type: none"> - Hazel Robinson to advice Executives colleagues of the IT equipment issue as this should form part of core functions. - The report be noted. 	HR
248/19	CHANGE IN AGENDA ORDER	
	The agenda order be changed and item 2.3 be taken next.	
249/19	MEDICAL AGENCY CAP UPDATE	
	A report setting out compliance against the medical agency cap was received .	

In introducing the report, Eileen Jones highlighted the following points:

- There had been an increase in internal and agency locum hours booked for October 2019 compared to September 2019,
- The total for the cost of work booked during October equated to £901k;
- The percentage of agency doctors paid at or below the capped rates in both *assignments* and *hours* had decreased from September;
- The total number of agency hours booked had increased during October to 6,134.30;
- The percentage of internal ad hoc locums paid at or below the cap by *assignment* had decreased for October to 76%, for doctors , based on *hours* the figures stood at 82%;
- There had been an overall increase in the total hours booked for internal and ad hoc locums during October;
- The monthly expenditure for agency and locum during October 2019 was £166k above the set target;
- Meetings have been arranged between the Delivery Units and the to drive further focus on the individual practices at delivery unit level;
- The 'go live' date for the Locum on Duty project was the 15th December , this will provide a suite of intelligence in real time to help try to drive costs down and current locums are being encouraged to register with Medical Locum Bank;

In discussing the report, the following points were made

Tom Crick raised a query with regards the ability to comply with the capped rate within cardiology services, he asked whether there was difficulty due to this being high pressure area. Eileen Jones advised that some specialities sit in a particular band and needed to have higher rate due to the competitiveness and also the pressures within the service, an example would be Accident and Emergency.

Tom Crick stated that the Christmas period would provide a good data set within the new Locum on Duty system and would provide some well needed insight.

Hazel Robinson advised that a new version of this report would be provided to the February Committee.

Resolved:	The report be noted .	
250/19	WORKFORCE METRICS	
	<p>A report setting out workforce metrics was received.</p> <p>In introducing the report, Julian Rhys-Quirk highlighted the following points:</p> <ul style="list-style-type: none"> - While the in-month sickness rate had increased, an improvement had been seen in the 12-month rolling performance to 5.95% by end of September 2019; - The flu campaign had been successful with a 55% rate although not as high as hoped; - Statutory and Mandatory training compliance had increased to 80.68% and PADR compliance was at 70%; - Medical vacancies had remained static over the period; - There had been a slight reduction in nurse vacancies; - Turnover rate had reduced across the board in most areas; - The investigating officers were improving the length of time taken for disciplinary cases and the backlog had reduced to 51. <p>In discussing the report, the following points were raised:</p> <p>Tom Crick made reference to the recruitment metrics provided by NWSSP and comparison with all-Wales benchmarking. Julian Rhys-Quirk advised that SBUHB are under the 71 day target and we do compare reasonably well if outliers are excluded from the data. In terms of performance, he stated that a number of targets are health board driven and there are targets set at each step of the process. Recruiting managers need to hit targets in areas such as of shortlisting and outcome of interviews. There is also the internal factors for example vacancy control decisions. He advised that that majority of delays are primarily due down to the individual with the pre-employment checks, he added DBS checks also cause delays in the process.</p> <p>Jackie Davies raised a question with regards to the spike in new nurse registrants leaving in the first year. Julian Rhys Quirk advised that there was not a 'spike' but it was a factor with which actions have been undertaken by the service delivery units in the area of retention. Hazel Robinson advised a deep dive would be undertaken in due course in relation to the student streamlining.</p>	

	<p>Tom Crick made reference to the Pay Progression Working Group and asked what this would look like. Julian Rhys-Quirk advised that this was still progress, information was being pulled together and currently working on mechanisms. He advised that the new guidance would apply to all new starters from April 2020 and to those promoted from 2013. From 2021, the guidance would apply to all staff.</p> <p>With regards to the operational casework, Kathryn Jones stated that the live cases had reduced over the last 5 months but the volume of activity had significantly increased. She advised that there was a quality assurance process underway to quickly identify where there are delays in the process. Jackie Davies commented that there had been a noticeable improvement in the length of time and queried whether some work could be done locally i.e. an organisational standard. Kathryn Jones replied, there was some work to around that, the difficulty was the lack of control over POVA, police investigations etc.</p> <p>Tom Crick made reference to BREXIT in terms of its effects on workforce. Julian Rhys-Quirk stated that there was an extensive infrastructure in place and the process will start in the new year with weekly meetings of the All Wales Working Group. In terms of resources and recruitment, there was now more of a focus internationally rather than in Europe. The primary issues for the health board to address would be the immigration system and pay.</p>	
Resolved:	The report be noted .	
251/19	BRIEFING ON DOCTORS ROLES	
	<p>An update on Doctors Roles was received.</p> <p>In discussion of the briefing, it was the agreed that the supplementary document formed part of the addendum of the 'Doctor on Call' document and also part of the Independent Members induction packs.</p>	
Resolved:	<ul style="list-style-type: none"> - The supplementary document to form part of the addendum of the 'Doctor on Call' document and also part of the Independent Members induction packs. - The report be noted. 	EJ/TC
252/19	DEEP DIVE EXTENDED ROLE: CONSULTANT NURSE MIU	
	Kevin Randall was welcomed to the meeting.	

A presentation on the role of the Consultant Nurse in Emergency Care and Minor Injury Services was **received**.

Kevin Randall highlighted the following points;

- The role of consultant nurse required the working across the emergency department and minor injury services within the health board maintaining a high level of clinical presence and providing highly specialised professional advice, consultancy, clinical expertise and leadership to patients, carers and health board staff;
- The role was split between education, research and management with 60% of his time spent in the clinical space;
- His role was one of two Emergency Consultant Nurse Posts in Wales;
- The Minor Injuries Unit had hit 99% for 4 hour performance during November 2019 primarily due to the agreement of a temporary overspend of £20k per month on extra staffing;
- The Emergency Nurse Practitioner (ENP) workforce profile was a risk as the mean age of the ENP team at NPT was 50yrs;
- There was difficulty in recruiting trained ENPs. There was one intake per year for ENP training and the next intake was on the 9th January 2019. The training programme was currently free but SBU currently had no trainees on the course;
- Considerations were needed for the future in areas such as the investment in workforce, the MIU reporting/management lines, improved public education regarding use of MIU and the consideration of the Minor Injury services on one site.

In discussion, the following points were raised.

With regards to the percentage of time the role spent on management tasks Hazel Robinson commented that she felt the health board wasn't making the best use of the time.

Discussion ensued surrounding the ENP roles and Kevin Randall advised that there was a new training intake on the 9th January but the health board did not have any staff members on the training. He informed that the triage nurses were ready to train but this would in turn leave vacancies in this area.

Craige Wilson advised that both emergency units had been looked at in terms of staffing and it had been calculated that around 10 staff members were needed. In terms of the ENP's only 30% of patients are seen by ENPs at Morriston and this number could be increased to 70%.

	<p>He advised that conversations were ongoing and cases being made with regards to this.</p> <p>Jackie Davies raised the question of whether the £20k per month overspend could be used to fund permanent posts instead. ENP's undergo training on the job and would therefore would make part of the establishment and in turn we would be training new ENPs.</p> <p>Lynne Jones highlighted potential training opportunity with Swansea University and undertook to meet with Kevin Randall to discuss outside of the committee to discuss.</p> <p>Hazel Robinson offered the committee's support, stating that the committee would be happy to assist if there was any support needed. It appeared that with the right level of resources, the target could be hit.</p> <p>Tom Crick thanked Kevin Randall for the presentation. He stated this had stimulated discussions in terms of investment in service re-design and reaffirmed recommendations from the Kendall Bluck review.</p> <p>Discussion ensued surrounding the age profile of the workforce, Tom Crick raised the query of whether there were any hot spot areas/specialities with the same issue of age demographic. Jackie Davies advised that this was the case in a number of areas particularly nursing where there is a retirement age of 55. He requested that these 'hot spot' areas are placed on the forward work programme for 2020.</p>	<p>LJ & KR</p> <p>TC</p>
<p>Resolved:</p>	<ul style="list-style-type: none"> - Lynne Jones and Kevin Randall to meet to explore a potential training opportunity with Swansea University. - Retirement age 'hot spots' to be placed on the work programme for 2020; - The report be noted. 	<p>LJ & KP</p> <p>TC</p>
<p>253/19</p>	<p>MEDICAL RECRUITMENT STRATEGY</p>	
	<p>A report providing an update on the medical recruitment strategy was received.</p> <p>In introducing the report , Eileen Jones highlighted the following points;</p> <ul style="list-style-type: none"> - The volume of medical vacancies are currently running at an undesirable level which potentially impacts quality, safety, performance , expenditure and staff experience; 	

	<ul style="list-style-type: none"> - the emphasis thus far had been on recruitment; So far, no initiatives have been pursued specifically around retention or medical staff experience - In the last three months, the health board had 3 doctors start in post, one in medicine Morriston, one in paediatrics and one in neonatology; - The health board put forward a number posts at the 2019 Bapio recruitment drive and twenty five doctors had been allocated to them; - There was a high vacancy level in junior doctors across the health board; - A particular issue had arisen within general surgery in that two vascular trainees will be required to only work on a vascular only rota. The redesigning of this will cause a difficulty for the rota and the service ; - Some progress made with regard to Physician Associates in that the Morriston Delivery Unit had agreed to extend one contract as it was about to expire; <p>In discussing the report, the following points were raised;</p> <p>With regard to international recruitment, Eileen Jones commented that the health board went at risk for medical workforce recruitment and were successfully able to recruit twenty two candidates. Tom Crick queried whether all other health boards would take the same approach. Eileen Jones replied the process was being looked at all wales levels. Within the process there were number of appointable candidates which were at a doctors in training level, these were unsuitable for the health board at that point but have been referred onto other health boards for consideration.</p> <p>Hazel Robinson thanked Eileen Jones for the report and stated it was clear to see the ongoing efforts in terms of recruitment.</p>	
	<p>WORKFORCE RISKS</p>	
<p>254/19</p>	<p>The workforce risk register was received.</p> <p>In discussing the report, the following points were raised;</p> <p>Hazel Robinson highlighted the <i>Welsh Language</i> risk within the register in which the health board was required to deliver training and development and inductions in Welsh and also ensure standardised procedures for recruitment and interviews are completed in Welsh. Julian</p>	

	<p>Rhys Quirk stated that in the case of the translation of job descriptions, this would amount to over 170 per month, this was a substantial number in which there was no capacity to do this within the health board. All health boards in Wales were facing this challenge.</p> <p>Hazel Robinson referred to the risk; <i>Implications of HMRC pensions regulations changes</i> and advised that the health board was awaiting confirmation from Welsh Government on the NHS Wales approach.</p>	
Resolved:	The report be noted .	
255/19	NURSE STAFFING ACT	
	<p>A report providing an update on compliance with the Nurse Staffing Levels (Wales) Act 2016 was received and noted.</p> <p>In discussing the report, the following points were raised;</p> <p>Jackie Davies commented that the evidence was beginning to show a real benefit to patients and this has been highlighted through the increase in family satisfaction and in financial terms also. Tom Crick concurred stating he was very pleased with the leadership shown from this health board in terms of the in the implementation of the act and it has clearly made an impact and validated the approach taken in pushing this forward.</p>	
Resolved:	The report be noted .	
256/19	WORKFORCE AND OD FORUM	
	<p>A report setting out the key discussions of the workforce and OD forum was received.</p> <p>Jackie Davies made reference to the Guardian Service. Hazel Robinson advised that there had been a recent presentation to Board and also Senior Leadership Team in which both were supportive of tendering for a further year. A process was underway with regards to the finance element of this and a request would be made the Investment and Benefits Group for financial support. To ensure there was no gap in the provision, this would need to be progressed as quickly as possible.</p>	

257/19	NURSING AND MIDWIFERY BOARD	
	<p>A report setting out the key discussions of the nursing and midwifery board was received.</p> <p>In discussing the report, Jackie Davies sought assurance with regards the recruitment of the band four healthcare support workers and asked for confirmation that these posts would not be replacing registered nurses in ward establishments. She stated that there had been reservations by the RCN (Royal College of Nursing). Lynne Jones advised that this was not the case, as there was no additional funding, the posts would be funded from ward establishment but safe rostering would continue not compromised. It had been ensured that they are placed within suitable patient area and patient safety and needs would be priority. Risk assessments had been undertaken within the ward they would be placed and The posts would not be replacing qualified nursing posts but form part of the workforce re-design, these roles will enhance the nursing team. This would be continually reviewed and recruitment for registered nurses was still ongoing.</p> <p>Tom Crick made a comment with regards to the recent Royal College of Nursing Wales Nurse of the Year 2019 award received by Jean Saunders, a nurse at the health board who was recognised for her work in fighting for the rights of asylum seekers in her care, and requested that an opportunity for her to speak at the committee can be scheduled in due course.</p>	
Resolved:	<ul style="list-style-type: none"> - Royal College of Nursing Award Nurse of the Year 2019 Award winner to be invited to the committee in due course. - The report be noted. 	TC
258/19	MEDICAL WORKFORCE BOARD	
	A report setting out the key discussions of the medical workforce board was received and noted .	
259/19	VACANCY CONTROL PANEL DECISIONS	
	A report setting out the decisions made by the vacancy control panel was received and noted .	
260/19	ANY OTHER BUSINESS	

	There was no further business and the meeting was closed.	
261/19	ITEMS TO REFER TO OTHER COMMITTEES	
	There were no items to refer to other committees.	
262/19	DATE OF NEXT MEETING	
	The date of the next meeting was noted to be 20 th February 2020 at 1.30pm.	