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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	30th October 2019		Agenda Item	5.1
Report Title	Workforce & OD Forum			
Report Author	Hazel Robinson, Director of Workforce & OD			
Report Sponsor	Hazel Robinson, Director of Workforce & OD			
Presented by	Hazel Robinson, Director of Workforce & OD			
Freedom of Information	Open			
Purpose of the Report	This report is submitted to the Workforce and OD Committee to provide an update on the work of the Workforce & OD Forum.			
Key Issues	This report sets out the recent work of the Workforce & OD Forum.			
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance	Approval
	x			
Recommendations	That the Workforce and OD Committee notes:- <ul style="list-style-type: none"> The work that has been considered by the Workforce & OD Forum at its meeting on 20th August 2019. 			

WORKFORCE & OD FORUM

1. INTRODUCTION

To set out for the Workforce and OD Committee the recent issues that the Workforce & OD Forum considered at its meeting on the 20th August 2019.

2. BACKGROUND

The Workforce & OD Forum meets bi-monthly and includes representatives from both Staff Side and each Delivery Unit in order to discuss workforce issues and share in the strategic views across the organisation.

Payment to Bank Staff Above Band 6

This is an extra incentive for substantive nursing staff to cover general posts and was suggested by Morriston Delivery Unit. At times this may be a band 5 shift, however, they would be working and paid at a band 6 level. Currently a pilot is running to establish the level of interest and this would then be reviewed in 6 months' time.

It was agreed that it should be rolled out across all 3 sites and in addition it would also be extremely beneficial to be able to provide weekly payments to substantive staff for shifts worked and this should be looked into as soon as possible.

Incremental Pay and PADR

As from April 2020 all incremental pay changes would only be triggered when ESR contains details of a valid PADR recorded within the system. Staff will not receive increments automatically in future. Initially from April 2020, this will affect staff recruited or promoted since April 2019, however, all staff will be affected from April 2021. To enable it to work ESR must have an accurate hierarchy linking staff to managers. Volunteers are required from each Delivery Unit to work as a mixed group as it is vital that people with an operational eye from all levels of the organisation give advice on the day to day operation. It was agreed that this would be a large piece of work and an early start would be required.

Annual Leave Carry Over Arrangements

A simplified guidance was presented as a summary. It was agreed that the guidance was helpful and would be distributed to all managers pending the wording around medical staff being more harmonised.

Attendance at Work

Papers presented focussed on a pilot project undertaken for domestic staff at Morriston Hospital. The project had been quite successful with a decrease in long term sickness but a slight increase in short term sickness with staff feedback stating that they felt more supported. Due to the positive outputs of the pilot, a recommendation to roll out to additional areas within facilities has been detailed in a rollout plan. Assurances around the process were required, as Swansea Bay Health Board is still 0.5% above the sickness rates of any other Health Board in Wales, whilst also not losing sight of supporting attendance at work. It was agreed that a sickness forum involving operational managers should be established in order to move forward taking into account best practice.

Review of IMTP

A presentation was provided regarding the current position of the IMTP. A more detailed workforce planning template would need to be completed by the Delivery Unit. Succession planning needs to be more effective along with a more strategic approach to workforce modernisation.

Focus on Recruitment and Retention

The plan is for the recruitment and retention for all staff groups, and therefore there was a need to have a Task & Finish Group as well as Delivery Unit representation to have the right people to discuss what should be done to achieve the greatest impact. It was agreed that there was not enough pushing for new style advanced practitioners, and our current systems were not being flexible enough. Roles would need to be adapted for both younger staff and older staff who are working longer.

PA Strategy

A paper was presented which outlined the journey of the organisation since 2016. There have been 41 students with 149 placement opportunities. 13 had retained internships of which 3 are in fixed term posts, 1 has resulted in a permanent post with another 1 looking to try to obtain a permanent post by October when the current fixed term contract expires. The Health Board are undertaking the training of PA's and see the value of them but this does not always translate into permanent posts.

There is no central funding and therefore it is down to the Delivery Units to fund these posts but they are also experiencing the inability to be able to fund band 7 posts. A meeting has been arranged with Aneurin Bevan that is scheduled to take place on the 27th November to understand their experiences. Shortly PA's will become registered and able to prescribe, they could then sit on the junior doctor rota. There is a need to have an organisational strategy around the PA's. A paper needs to be considered by the Executive Team with a need to know how we can best use PA's, and the Senior Leadership Team need to be made aware of how they can be resourced.

Overview and Update of Leadership

An update was provided on the Leadership Development provision currently being offered within Swansea Bay. There have been a number of different programmes in place such as, Impact, Footprints, which is on cohort 59 with another 38 programmes booked. 8 Cohorts of Bridges have been completed with another 15 planned for next year. In relation to Consultant Development, cohort 1 is completed with another 2 to commence in October. Each programme is designed to develop leadership skills. There has been positive feedback from participants who feel they have made significant progress in their leadership capability because of the course. Further cohorts have been scheduled for 2020 subject to continuation of funding. The continuation of leadership development at the scale and pace that is currently being delivered relies on continued funding and investment. Temporary funding will end in March 2020. If funding is not agreed to secure the current structure within Learning and OD then delivery of leadership programmes in its current format will cease.

An update was also provided in relation to Coaching. Following 2 recent cohorts there are now around 30 – 40 qualified coaches available. To support these newly qualified coaches in their developing practice, a comprehensive network of supervision and CPD has been arranged and will include access to internal and external support via

strategic partnerships with other public service organisations in Wales. A question was raised about the visibility of how staff would be aware should they wish to attend the course. In developing a coaching network, it was also necessary to know that staff will be released to undertake the coaching when staff require it.

Living our Values Campaign

190 pledges have been signed and a number of departments have signed up. The Executive Team have all signed up and more people have expressed an interest in signing up and sharing how they have brought their pledge to life to keep the momentum going. Suggestions of ways in which to keep the momentum going were provided such as linking in with the wellbeing champions, recognition events such as team of the month for pledge of the week and a tag on the top of the intranet page for pledges.

Occupational Health Transformation Update

A paper was presented to provide a guide for discussion regarding possible future options with the risks and benefits.

It was agreed within the forum that there should be no change to the current process for any newly appointed staff to the NHS.

For NHS to NHS staff after discussion around the level of risk acceptable and the impact of those risks, it was agreed for this to continue as current practice.

For staff who move to a different job within the organisation it was agreed to only undertake checks where the appointing line manager indicates that there is a significant change in role or environment such as carrying out EPPs for the first time.

A paper would be taken to the Executive Team outlining the view on changing the standard.

An update was provided in relation to the Staff Wellbeing Service. Over 1300 referrals were received in the 1st year. Staff accessing the service in the first year were 'presentees' - seeking support to remain in work and therefore sickness absence and associated variable costs may be higher without the wellbeing service. In order to continue providing the service, the Health Board will be required to consider additional allocation of resource in the 2020 financial plan.

3. GOVERNANCE AND RISK ISSUES

There are risks associated with the workforce issues which are detailed above.

4. FINANCIAL IMPLICATIONS

There are financial risks associated with the workforce issues which are detailed above.

5. RECOMMENDATION

That the Workforce and OD Committee note the work that has been considered by the Workforce & OD Forum at its meeting on 20th August 2019.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
A sustainable workforce is key for the quality of patient care.		
Financial Implications		
There are financial risks associated with the workforce issues which are detailed above.		
Legal Implications (including equality and diversity assessment)		
Not applicable		
Staffing Implications		
None		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Not applicable		
Report History	First report	
Appendices	None	