

Swansea Bay University Health Board

Unconfirmed

**Minutes of a Meeting
of the Workforce and Organisational Development Committee
held on 15th June 2021 at 9.30am to 11.20am
Microsoft Teams**

Present

Tom Crick	Independent Member (in the chair)
Jackie Davies	Independent Member
Nuria Zolle	Independent Member (from minute 57/21)

In Attendance:

Kathryn Jones	Interim Director of Workforce and Organisational Development (OD)
Richard Evans	Medical Director (from minute 56/21)
Christine Williams	Interim Director of Nursing and Patient Experience
Sharon Vickery	Assistant Director of Workforce and OD
Julian Quirk	Assistant Director of Workforce and OD
Julie Lloyd	Staff Experience and OD Manager (to minute 58/21)
Kay Myatt	Head of Learning and Development
Alison Clarke	Assistant Director of Therapies and Health Science
Pam Wenger	Director of Corporate Governance
Leah Joseph	Corporate Governance Officer
Paul Dunning	Head of Occupational Health and Wellbeing
Des Keighan	Assistant Director of Operations – Estates (from minute 57/21 to 61/21)
Joanne Jones	Head of Support Services (from minute 57/21 to 62/21)

Minute	Item	Action
50/21	WELCOME	
	Tom Crick welcomed everyone to the meeting.	
51/21	APOLOGIES	
	Apologies were received from Louise Joseph, Assistant Director of Workforce and OD; Christine Morrell, Interim Director of Therapies and Health Science; Paul Stuart Davies, Interim Assistant Director of Nursing.	
52/21	DECLARATIONS OF INTEREST	

There were no declarations of interest.

53/21 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting on the 13th April 2021 were **received** and **confirmed** as a true and accurate record.

54/21 MATTERS ARISING

There were no matters arising.

55/21 ACTION LOG

i. 30/21 Stress related absence in Corporate areas

Kathryn Jones advised that 50% of the numbers were driven by the Health Records department and suggested that a deep dive takes place in the future. She will discuss this with Singleton Hospital's and Neath Port Talbot Hospital's Service Director. **KJ**

ii. 13/21 Alternative work placements

Kathryn Jones advised that a mechanism is needed to record staff who have been transferred into alternative work placements. This is being worked through.

iii. 13/21 Whistleblowing cases related to COVID-19

Kathryn Jones advised that there are no whistleblowing cases related to COVID-19.

Resolved: The action log was **received** and **noted**.

56/21 NURSE STAFFING LEVELS (NSA) (WALES) ACT 2016

The Nurse Staffing Levels (Wales) Act 2016 report was **received**.

In introducing the report, Christine Williams highlighted the following points:

- The report outlined overall compliance with the requirements over the period 6th April 2020 to 5th April 2021;
- The extension of the second duty to Paediatrics had been postponed and an update will be taken to September's Health Board meeting;
- The report is the third iteration which detailed the unprecedented year inclusive of the changes in risks and reporting mechanisms;

- A formal notification was received in March 2020 which informed Swansea Bay University Health Board (SBUHB) of the NSA levels change in reporting;
- The bi-annual calculations are robust, however although there is no consistent solution to measure the levels of staffing, the report demonstrated SBUHB's reasonable measures to maintain staffing levels.

In discussion of the report, the following points were made:

Tom Crick noted the comprehensive report and highlighted that the long term ramifications on nurse staffing levels remained high on SBUHB's agenda.

Jackie Davies queried whether the Nurse Directors have a responsibility to ensure levels are met. Christine Williams advised that the e-roster system assists with monitoring staffing levels, but the shift-by-shift details are unavailable via e-roster. An All-Wales solution is being worked through.

Tom Crick commented that the COVID-19 pandemic had an exceptional impact on staffing levels and SBUHB had done well to remain within staffing level compliance. He queried if there were challenges foreseen post-COVID-19 against the NSA (Wales) Act 2016. Christine Williams advised that SBUHB had supported establishment, however there was a large gap in vacancies mainly at Morriston Hospital. The team are reviewing post-COVID-19 multifaceted workforce plans which includes international recruitment and modernisation of workforce including the Band 4 ward based role. She stated that this was not just a national problem, but a four nation issue. From a local perspective SBUHB does have areas which is difficult to recruit into, and reset and recovery across all professions not just nursing is a challenge. She highlighted that 40% to 50% of the current workforce are between the 45 to 55 age group, and there are a large number of nurses who could choose to retire within the next 12 months. The retention of staff in theatres, neonatal and critical care remains challenging.

Jackie Davies noted that new areas across sites are coming online following reset and recovery. Christine Williams advised that the first calculation of Paediatrics is due to take place soon, and Mental Health and Primary Care are working on key principles for specific areas and engagement is positive.

Resolved The report be **noted**.

57/21 **STATUTORY AND MANDATORY COMPLIANCE**

A report on statutory and mandatory (S&M) compliance in relation to workforce was **received**.

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

- The report provided detailed analysis of S&M Training Level 1 compliance activity within SBUHB;
- The COVID-19 pandemic did not affect the levels as expected;
- There is currently no automatic mechanism to enter face-to-face training and the Units have been manually inputting the results. There are audit risks surrounding the manual element;
- Therapies have a higher level of compliance, whilst medics and dentists compliance is lower;
- Admin and clerical staff have unexpected lower levels of compliance even though they have easier access to computers;
- Non-Executives are due to receive S&M training.

In discussion of the report, the following point were made:

Tom Crick supported the supervisor self-service system access and noted the issue from an Audit perspective surrounding recording face-to-face training. Kay Myatt highlighted that once self-service access is rolled out, courses can be booked online and once attended, the system will record that training has been completed. There are issues surrounding national training sessions (e.g. Safeguarding), but there is an option to refer this to subject matter experts as them recording compliance is a part of the framework.

Pam Wenger advised that as Board Secretary, she does not have 78 members of staff assigned to her directly however the non-Executives and Executives may be included in the figure. She noted that a training session for non-Executives has been received following a request from the Chair of SBUHB. Pam Wenger queried if there was a timescale for the roll out of the supervisor self-service system. Kathryn Jones advised that the roll out was dependent on having the workforce to support it and awaits formal confirmation surrounding resource.

Pam Wenger highlighted Nuria Zolle's comments which had been received via telephone. She noted that the accessibility of units and resetting of passwords was difficult. Kay Myatt advised that the password reset relies on an automated system linked to users email addresses. There is a delay if the user does not have access to a computer to reset that password within a certain timescale.

Pam Wenger also highlighted that Nuria Zolle queried if temporary members of staff complete the S&M training. Kay Myatt advised that temporary staff have higher compliance rates compared to permanent members of staff. There is a trial in place which ensures that the temporary

staff complete their S&M training prior to beginning their roles and this is generated once the payroll number is created.

Jackie Davies noted appendix two and queried what SBUHB was doing surrounding disciplinary procedures following low S&M training compliance. Kay Myatt advised that SBUHB have previously pushed back on this as compliance issues relate mainly to system issues. Pay progression had been previously discussed however the COVID-19 pandemic put a hold on progression. She highlighted that S&M compliance is a prompt question within the Personal Appraisal Development Review (PADR).

Tom Crick noted that whilst a process is needed, proceeding with disciplinary routes when SBUHB is not in a strong position would not be helpful. Kay Myatt advised that SBUHB is not an outlier compared to other health boards and currently Welsh Government are monitoring basic level 1 S&M training.

Julian Quirk advised that Betsi Cadwaladr University Health Board was the pilot health board for Electronic Staff Record (ESR) in 2008 and significant investment was mainly around the system. He added that pay progression and PADR have not been enabled yet on ESR and discussions will begin shortly around the next pay deal.

KM/KJ

Tom Crick requested an update report in future, and Kathryn Jones suggested a review in 6 months.

Resolved

- An update report to be received in December 2021.
- The report be **noted**.

KM/KJ

58/21

GUARDIAN SERVICE ANNUAL REPORT

The Guardian Service Annual Report was **received**.

In introducing the report, Julie Lloyd highlighted the following points;

- From 1st April 2020 to 31st March 2021 there were 96 contacts overall, with 66 concerns raised and 36 cases have been also been resolved/closed during this period;
- Online drop in sessions have been arranged up to and including July 2021 and this will be reviewed in light of any COVID-19 restrictions changing;
- A staff workforce newsletter had been created;
- There is an increased theme around manager concerns, however the Guardian Service have praised SBUHB managers when they have been approach following a contact.

In discussion the following points were raised:

Tom Crick was content with the progress and noted that the Guardian Service was a key part of a wider offering of support to staff. He noted that SBUHB needs to think about the evaluation going into a retendering procurement process.

Nuria Zolle was supportive of the Guardian Service, but queried how it links with the *Just Culture* and what type of concerns were raised surrounding management concerns. Julie Lloyd advised that the information provided to the Guardian Service was anonymous and specific information relating to management concerns was not available. There were themes surrounding structure changes and also changes in policies and processes which had caused upset to staff members.

Nuria Zolle queried if trade unions supported the Guardian Service. Kathryn Jones advised that robust conversations had taken place. A further national discussion is needed as SBUHB's intention is to renew the contract for an additional year.

Jackie Davies highlighted two areas of concern for staff. The first being that they do not want to be involved in a formal process and the second being worried for career ramifications if they raise a concern. She queried the timescale for the renewal of the Guardian Service. Julie Lloyd advised that preparations will begin in September 2021 in readiness for November 2021. Kathryn Jones advised that the Guardian Service provides an element of support to staff that trade unions and internal managers are sometimes not able to provide due to time constraints.

Julie Lloyd advised that it was important that SBUHB learns lessons from NHS England surrounding this issue.

Resolved: The up-date and recommendations detailed in the End of Year Report from The Guardian Service for 1st April 2020 to 31st March 2021 were **noted**.

59/21 MEDICAL APPRAISAL AND REVALIDATION

Resolved: A report providing an update on medical appraisal and revalidation was **received** and **noted**.

60/21 PADR ACTIVITY AND COMPLIANCE WITHIN ESTATES AND FACILITIES

A report providing an update on PADR compliance within Estates and Facilities was **received**.

In introducing the report, Des Keighan highlighted the following points:

- PADR compliance is now showing 37.7% and mandatory training compliance is now showing 81.88%;
- Actions have been developed to increase compliance rates for PADR in particular and mandatory training throughout the Estates Department;
- On the Morriston Hospital site staff have been shielding and on long term sickness in the small management teams;
- New supervisory staff needed PADR training which has now been arranged within the Morriston Hospital Delivery Unit.

In discussion of the report, the following points were raised:

Tom Crick queried the six month plan to control the issues. Des Keighan advised that there is an expectation that in four months the PADR compliance will have reached 75%. Pilots have been undertaken surrounding group PADR's which have proved successful as some staff do not want academic progression. Tom Crick was pleased to see the option of group PADR's as long as staff are content with this process.

Jackie Davies highlighted that PADR's should be personal and should not be stressful surrounding the uptake of courses. Des Keighan advised that the team are trying to spread out PADR review's and aim for staff member's birthdays. He informed committee members that permission had been received to appoint additional estates officers around water compliance which will effect authorised person capacity.

Resolved: The report be **noted**.

61/21 PADR ACTIVITY AND COMPLIANCE WITHIN SUPPORT SERVICES

A report providing an update on PADR compliance within Support Services were **received**.

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

- The mandatory training compliance for Support Services in May 2021 is at 63.74%. The compliance position in November 2019 was 61.54%;
- The current PADR compliance as at May 2021 is 29%. The compliance in November 2021 was 43.38%;
- 400 additional new staff were recruited into the department to cover additional domestic hours and staffing to the field hospitals;

- A pool of bank staff was created;
- A key departmental trainer was seconded to Health and Safety to support manual handling training;
- Simplifying the password and signing on process remains an issue for the department.

In discussion of the report, the following points were raised:

Tom Crick queried the mitigating action surrounding the issues. Joanne Jones advised that managers and supervisors have been allocated additional areas to oversee which included the field hospitals and vaccination centres which has taken priority due to the pandemic.

Jackie Davies noted that the ESR system was not user friendly and highlighted the difficulties faced by departments who are least familiar using computers on a daily basis. Joanne Jones agreed and stated that there are logistic issues due to passwords being reset every three months by ESR.

Nuria Zolle highlighted that she wanted staff to know that they are valued, and viewed the PADR process as a time to acknowledge staff for their performance. Tom Crick noted that the PADR process needs to be utilised as a valuable process for staff.

Joanne Jones noted that pre-COVID-19 the team's performance levels for PADR's and S&M training were in strong positions, however the pandemic put the gains on hold. Tom Crick agreed with Joanne Jones' comments.

Resolved The report be **noted**.

62/21 DOMESTIC RECRUITMENT

A report providing an update on Domestic Recruitment was **received**.

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

- There are currently 111 whole time equivalent (wte), 24wte are existing and 86wte are linked with COVID-19 funded staff;
- 227 applicants are in the system with many working on bank. This flexibility will be used until vacancies are covered which is allowing coverage of jobs that need doing;
- There were additional hours implemented in 2020 for the national standards of cleanliness.

In discussion of the report, the following points were raised:

Jackie Davies queried whether bank staff were separate to substantive staff. Joanne Jones advised that approximately ten people are both permanent substantive and bank with the remainder being bank staff. She noted that the recruitment pool is being used to maintain staff for the vaccination centres and field hospitals, and the creation of bank has been the best way to mitigate the risks which is currently working well.

Nuria Zolle queried if all domestic staff are paid the living wage. Joanne Jones confirmed that domestic staff are paid the living wage.

Nuria Zolle noted that it was positive to have bank staff ready to be called upon if there were staffing issues. Joanne Jones noted that 400 new starters required training this year which was provided by Kay Myatt and her team. Kathryn Jones acknowledged Joanne Jones and her team for their dedication throughout the dynamic year, and queried the average length of retention. Joanne Jones did not have the figure at the meeting, but advised that bank staff have been encouraged to work in an area of their choice. Furlough ending did have an effect on staffing levels due to people having to return to their substantive roles outside of the organisation.

Julian Quirk advised that a detailed piece of work surrounding turnover in facilities had been ongoing, and there was a good stream of recruits to backfill the normal vacancies. Joanne Jones advised that the department is in the best position it has been and the bank allows for one month to close and another to open which ensures ongoing recruitment.

Resolved: The report be **noted**.

63/21 WORKFORCE METRICS

A report providing an update on Workforce Metrics was **received**.

In introducing the report, Julian Quirk highlighted the following points:

- There were spikes in sickness and absence in April 2020 and December 2020 which corresponded with the COVID-19 pandemic waves one and two;
- The rolling impact figure is expected to be impacted over the next twelve months;
- SBUHB's overall performance continues to match the target level for NHS Wales when excluding outlier data;
- The break in processing of Operational Casework between March 2020 and September 2020 due to the COVID pandemic continues to distort case numbers for that period.

In discussion of the report, the following points were raised:

Tom Crick asked if international recruitment was possible in light of the COVID-19 travel restrictions. Julian Quirk advised that all health boards are looking towards international recruitment and there is an expectation that supply will be impacted due to restrictions. There is work ongoing from an All-Wales basis as the retention from international workers is good.

Jackie Davies highlighted the spike in disciplinary cases in March 2020, and queried how the process is monitored to ensure people are in the right category. Kathryn Jones highlighted that initially investigations need to take place to categorise an individual and the initial assessment form will reduce numbers. Julian Quirk commented that in light of SBUHB being a large organisation with over 13 thousand members of staff, the numbers of disciplinary cases are low. There is a better management of cases and the *Just Culture* will assist to manage them going forward. Kathryn Jones supported Julian Quirk's comments and stated that there is a need to focus on hearings with no outcomes as these are hotspots that may need additional support to managers.

Christine Williams advised that the international recruitment programme is hugely successful in comparison to the European recruitment programme. The calibre and quality of the international workers is exceptional. She added that managing professional concerns are handled differently compared to five years ago and staff are often redeployed to other areas whilst the initial investigations are completed.

Alison Clarke recognised that the turnover for graduates and vacancies has reduced.

Resolved: The report be **noted**.

64/21 MEDICAL AGENCY AND LOCUM UTILISATION

A report providing an update on the medical agency and locum utilisation was **received**.

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

- There are a high number of vacancies and appendix 1 detailed the targeted intervention work surrounding medical posts;
- Work is ongoing to enhance controls to create interesting jobs to attract doctors.

In discussion of the report, the following points were raised:

Jackie Davies liked the 100 day plan (appendix one) and found it simple and clear. Sharon Vickery noted that the plan was a rolling 100 day plan and the next iteration is due 12th July 2021.

Nuria Zolle had concerns surrounding services from companies that offer a Recruitment Process Optimisation (RPO) Model to recruit staff to fill long-term vacancies. Sharon Vickery advised that this had not been included in the 100 Day Plan, however she and the Chief Operating Officer met with the company to begin the head hunting process for difficult roles to recruit into.

Nuria Zolle queried the robustness around sickness and absence. Sharon Vickery advised that SBUHB are starting to roll out the allocated medic on duty to avoid issues. Kathryn Jones highlighted that SBUHB need to be mindful of how sickness is handled going forward as the pandemic is still ongoing. Tom Crick supported Kathryn Jones' comments and noted that staff still need to be looked after with SBUHB's values and *Just Culture* at the forefront.

- Resolved:**
- The metrics and associated costs were **noted**.
 - The plans for 2021 were **noted**.

65/21 MEDICAL WORKFORCE BOARD

An update on the Medical Workforce Board was **received** and **noted**.

66/21 THERAPIES AND HEALTH SCIENCE GROUP

An update on the Therapies and Health Science Group was **received**.

In introducing the report, Alison Clarke, highlighted the following points:

- Student Streamling Process was completed on 12th April 2021 with an interview process incorporated. The experience was not positive and it did not achieve its intended function e.g. leaving the organisation with 9 unfilled commissioned places in Occupational Therapy, whilst Physiotherapy filled all 18 commissioned places but had no vacancies;
- The reputation of SBUHB may have been impacted adversely with students holding clinical staff and Heads of Service to account for a process that was outside of their control;
- Greater engagement is needed in workforce locally and nationally;

- Emergency Medical Retrieval Transfer Service paramedics fall under the Therapies and Health Science portfolio for advanced practice funding;
- SBUHB's Interim Director of Therapies and Health is engaged with Welsh Higher Education Institution, in particular Cardiff University, Cardiff Metropolitan University and Swansea University to develop programmes that support transformation of workforce, to deliver on the Annual Plan priorities and national policy;
- A Designated Education Clinical Lead Officer had been appointed on a regional basis following statutory requirements.

In discussion the following points were raised:

Tom Crick noted that there are challenges around the upcoming additional learning needs reforms, and how Local Authorities and health boards can support, however he was pleased to see the upskilling programme and the aligning of approaches across Wales.

Resolved: The strategic context for education and training for graduates 2021/22 was **noted**.

67/21 ANY OTHER BUSINESS

i. Interim Director of Workforce and OD

Tom Crick noted that it was Kathryn Jones's last meeting as she was to take a new role with a different organisation. He thanked her for her support throughout the challenging period and wished her luck for her new role. Kathryn Jones thanked colleagues for their support.

68/21 ITEMS TO REFER TO OTHER COMMITTEES

There were no items to refer to other committees.

69/21 DATE OF NEXT MEETING

The date of the next meeting was noted as the **10th August 2021**.