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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>10 August 2021</b>	<b>Agenda Item</b>	<b>5.3</b>
<b>Report Title</b>	<b>Key Issues report-Workforce Delivery Forum</b>		
<b>Report Author</b>	Kim Clee- WF Manager		
<b>Report Sponsor</b>	Julian Rhys Quirk- Assistant Director of WF and OD		
<b>Presented by</b>	Julian Rhys Quirk- Assistant Director of WF and OD		
<b>Freedom of Information</b>	Closed		
<b>Purpose of the Report</b>	The report sets out a summary of matters considered by the Workforce Delivery Group at its meetings on 26 <sup>th</sup> May and 29 <sup>th</sup> June 2021. The draft terms of reference are attached.		
<b>Key Issues</b>	Development of Terms of Reference Progress of 100 Day plans- <ul style="list-style-type: none"> <li>• WF Efficiencies</li> <li>• Recruitment and retention</li> <li>• Health and Wellbeing</li> </ul> Supporting delivery of the annual plan Staff Experience		
<b>Specific Action Required (please choose one only)</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Recommendations</b>	The Committee is asked to note the content of the report.		

## **1. Introduction**

The Workforce and Organisational Development (OD) Delivery Group has been established to support the role and function of workforce and OD throughout Swansea Bay Health Board and to monitor the delivery of the workforce elements of the annual plan.

The group provides a means of systematically managing the workforce and OD agenda within the health board, including the sharing of best practice. The main purpose of the forum is to ensure workforce and OD mechanisms are operating effectively and consistently across the health board and to monitor the delivery of the workforce elements of the annual plan in order to provide assurance to the Management Board.

## **2. Terms of Reference.**

The draft Terms of Reference are attached. These have been amended in line with comments received.

A revised version of the terms of reference will be submitted to the next meeting of the forum on 26<sup>th</sup> July 2021 for approval.

## **3. Key Issues**

Reports were received on progress in relation to the 100 day plans for the following workstreams:

### **Workforce Efficiencies**

- Appointment made to ESR Digital Lead post and transfer of ESR from the Finance portfolio to Workforce is close to completion.
- Technical analysis of manager/supervisor self-serve is now underway
- There is a focus on investigating and reducing the use of agency and bank staff
- A workforce analyst is currently being recruited which will then allow more detailed information to be made to the Service Groups to inform their planning.

### **Recruitment and Retention**

- A recruitment plan for medical staff was under development to address all vacant medical posts. The plan includes consideration of agency block booking, maximising the use of our internal medical staff bank, creating more attractive rotations for Junior Medical staff, the viability of over establishing in some areas and making use of a “float” model.
- The Recruitment and Retention Strategy had been developed and was now ready for approval.
- More detailed recruitment and retention plans are being developed as part of the next 100-day plan.

## Health and Wellbeing

- An evidenced based review had been undertaken of post pandemic literature to inform the Health and Wellbeing Strategy. This addresses a range of issues including the impact of the pandemic on BAME staff, the increase in working from home, issues for staff in returning to their roles and managing staff mental health issues proactively and would be shared with the Health Board and Health Board Partnership Forum.
- A TRIM-Coordinator had been appointed and progress was good in provision of the training.
- A Health Board pathway is under development for the treatment of Long Covid.

## Supporting Delivery of the Plan

Service groups would be supported by means of effective workforce planning and by supporting the engagement and consultation process required to facilitate change. Weekly meetings with WF Business Partners identify activity and support required.

## Service Group Updates

Service Groups will be asked to provide highlight reports on progress at each meeting.

## Staff Experience

The four key corporate level themes from the staff survey were as follows:

- Communications Strategy
- Flexible Working
- Leadership & Management Development
- Wellbeing & Support for Staff

Each Service Group is developing its own survey action plan in order to ensure they have local ownership.

- A further national staff survey is expected in the autumn and there will be an ongoing programme of local pulse surveys.
- The appointment of a Just Culture Lead is underway
- A tender has been agreed to recruit Mediators.
- Training and awareness raising activity is on going across the Health Board.

## 3. Recommendation

The Committee is asked to:

- **NOTE:** the draft Terms of Reference
- **NOTE:** the content of the report.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives (please choose)</b>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	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"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	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"/>
<b>Health and Care Standards</b>		
<b>(please choose)</b>	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"/>
<b>Quality, Safety and Patient Experience</b>		
Excellent workforce and OD practice leads to improved recruitment retention and engagement of staff, leading to improved patient experience and outcomes.		
<b>Financial Implications</b>		
None		
<b>Legal Implications (including equality and diversity assessment)</b>		
There are no legal implications.		
<b>Staffing Implications</b>		
None		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
None		
<b>Report History</b>		
<b>Appendices</b>	Appendix 1- Draft Terms of Reference	