

Swansea Bay University Health Board
Minutes of the Workforce & OD Delivery Group
held on 23rd January 2023 at 11:00

Present:

Debbie Eyitayo	Director of Workforce & OD (in the Chair)
Julian Quirk	Assistant Director of Workforce & OD
Sharon Vickery	Assistant Director of Workforce & OD
Louise Joseph	Assistant Director of Workforce & OD
Matt Tidball	AHP Lead, Occupational Health & Staff Wellbeing to present item 2.1
Kate Hannam	Morrison Service Group Director
Janet Williams	Service Group Director, Mental Health & Learning Disabilities
Geraint Norman	Head of Strategic Financial Planning
Emma Owen	E-rostering Project Manager
Julie Lloyd	OD and Culture Lead
Mark Turp	Workforce Planning Manager
Alison Clarke	Deputy Director of Therapies
Emma Evans	Senior ESR and Workforce Information Manager
Marie-Andree Lachappelle	Widening Access and Workforce Inclusion OD Manager
Len Cozens	Head of Compliance, Governance
Jordan Morgan-Hughes	Welsh Language Officer

Minute	Item	Action
1.1	Welcome & Apologies	
	Debbie Eyitayo welcomed everyone to the meeting. Matt Tidball was in attendance for Paul Dunning Apologies received from Mark Madams, Chris Morrell, Paul Dunning, Karen Stapleton.	
1.2	To receive and approve the minutes of the previous meeting	
	The previous minutes of 17 th November 2022 were agreed as being an accurate reflection of the meeting.	
1.3	To receive and consider any matters arising not otherwise on the agenda	

	No additional items were received.	
1.4	To receive the action log	
	Action log was discussed and updated – all actions now closed.	
2.1	Staff Wellbeing Forum Update	
	<p>Matt Tidball came along in Paul Dunning's absence to report on the Workforce Wellbeing Forum.</p> <p>During COVID the need for pro-active preventative health promotion at work was identified.</p> <p>The aim was to bring together stakeholders and all parties involved in wellbeing.</p> <p>The first Wellbeing Forum was held in October 2022 followed by a second in December 2022.</p> <p>ToRs have been set together with a clear purpose for the group and it's aims:</p> <ul style="list-style-type: none"> - To share resource, contacts and information and avoid overlaps - To connect HB wide wellbeing activity - To improve communication, reduce duplication, provide consistency in messages <p>The two meetings which have taken place have been considered a success and an action log has been created.</p> <p>It is still very early days, but OH continue to promote and increase awareness amongst staff and it has been a good opportunity to engage with key leaders across the health board.</p> <p>MT suggested coming back to the Workforce &OD Delivery Group in the future to provide a further update on actions.</p> <p>Alison Clarke was keen to invite OH to present at the Therapies & Health Sciences forum as an opportunity to network and to support this initiative and also to share from the benefits of it.</p>	

	DE commented that it would be helpful to understand how we can promote the work of the Wellbeing Forum more widely across the HB and how people can actively participate.	
3.1	Industrial Action	
	<p>JRQ provided a verbal update on the last strike action.</p> <p>In terms of local management, it went well – RCN cell on site were very helpful in the areas that we had issues with.</p> <p>The process around agreeing derogations wasn't perfect and hot spot areas were identified.</p> <p>It was anticipated that it may be more difficult next strike days – 6/7 February as RCN advised they would be tightening derogations.</p> <p>In terms of settlement, there doesn't seem to be much happening so we are not expecting the action to be cancelled.</p> <p>The positive approach by Service Group was good to see, particularly in looking after those on the picket lines.</p> <p>Kate Hannam added that from a Service perspective it had been challenging but stated that the planning and organisation had been very strong and without this the impact could have been a lot worse.</p>	
3.2	Staff Engagement 'Big Conversation'	
	<p>JL gave a presentation on the Big Conversation.</p> <p>JL commented on the current engagement program which was very much linked to our culture agenda and the significant work which has been undertaken in focussing on our culture and ensuring values are lived experience for all.</p> <p>Points to note were:</p> <ul style="list-style-type: none"> - Journey started 31 October 2022 with a significant Communication and promotional plan - w/c 28th November to w/c 19th December 444 attended across a total of 22 face to face and virtual Focus Group sessions, including random sample Focus Groups, Targeted Focus Groups, Open Focus Groups and Walk-in Galleries - In the 7 weeks since launch, a total of 984 of our valued staff, student and volunteers took part and shared their views and ideas - Open from 7th November to 12th December 2022 (5 weeks) 	

	<ul style="list-style-type: none"> - 540 Pulse Surveys have been completed (142 open comments) - Admin/Corporate based (315 responses) and Clinical/Ward based (272 responses) from across sites gave the most responses to questions - Those working from home across staff groups gave a significant response too (209 responses) - Morriston Hospital respondents gave the highest responses across all of the hospital sites (176 responses) - Data analysis needs to be completed by 26th January 2023. - No specialist software or data analysts supporting - 150 hours worth of data analysis to be done - Opportunity cost to wider Learning & OD – pull in additional resource - Risk to programme timelines <p>DE thanked JL and confirmed this will be a standing agenda item going forward.</p>	
3.3	Apprenticeships the Swansea Bay Way	
	<p>LJ introduced Marie Andree Lachappelle who presented the report on behalf of the Career Development Team.</p> <p>The Career Development Team came together in December 2020 under the leadership of the OD portfolio within Workforce & OD. Prior to that time, some components of the team existed and others have been created to respond to workforce needs.</p> <p>The team plays a significant role in contributing to the Health Board's goal of becoming an anchor organisation for our local communities</p> <p>The 4 key areas are:</p> <ul style="list-style-type: none"> - The Apprentice Academy <p>Our award winning Apprenticeship Academy had been in place since October 2016 and were the first Academy to go live across NHS Wales. Since its launch, SBUHB had recruited 242 apprentices and currently supporting 244 existing staff in undertaking apprenticeship qualifications whilst in post.</p> <p>The team also works closely with HEIW on the development of future apprenticeship frameworks which supports both</p>	

	<p>national and local recruitment and retention into new roles and workforce gaps.</p> <p>The team work closely with local college partner providers, Neath Port Talbot Group of Colleges and Gower College Swansea, in order to deliver these frameworks to apprentices and existing staff.</p> <p>- Vocational Training</p> <p>SBUHB is the only organisation in NHS Wales to offer a subcontracted Vocational Training service. The Vocational Training team was established in 1986 to offer quality training and work experience placements to the unemployed from the local communities. The team work in partnership with external stakeholders to provide work placements such as: JobCentre Plus, Swansea Council, Neath Port Talbot Council, local colleges, etc.</p> <p>There have been approximately 3600 starts in Vocational Training since its inception, including individuals from disadvantaged or under-represented groups and those with one (or more) of the 9 protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation).</p> <p>The team won a Living our Values Award in 2020 in recognition for their work in Equality, Diversity and Inclusion.</p> <p>- Graduate Scheme and talent development</p> <p>SBUHB in house graduate management trainee programme- Graduate Gateway Programme (GGP) has been in place since 2016 at a time when the Health Board recognised the significant challenges in recruiting into Divisional Manager and General Manager posts.</p> <p>The scheme is a two-year fast track programme designed to create and nurture a hotbed of talent as part of the HB's improvement journey to be an employer of choice in addition to being an anchor organisation. Each cohort consists of six graduate trainees who have the opportunity to rotate through the Service Groups and corporate function over the two years.</p> <p>The GGP has been very successful, with 11 of the 12 graduates from the first two cohorts retaining employment in SBUHB. Graduates from the third cohort are starting to secure employment as well, with the end of their programme approaching in May 2023. Cohort 4 started in June 2022, and the team were getting ready to interview applicants for Cohort</p>	
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	<p>5 with more than 106 applications received to date. Cohort 5 will commence on 2nd May 2023.</p> <p>- Careers, Widening Access and Work Experience</p> <p>The team work closely with the local communities, councils, schools and colleges to provide work experience and support at events and other career initiatives. The aim was to inform students and wider public of the array of career pathways within the HB that are suitable to people of all walks of life. The aim is to inspire the next generation and future talent to consider careers within the NHS.</p> <p>The presentation was very well received and LJ thanked MAL for her eloquence in expressing how the team shows breadth and flexibility to meet workforce needs.</p> <p>Alison Clarke requested that MAL come to present at the Therapies & Health Sciences forum to share the exciting opportunities that are available</p> <p>DE thanked the team for their excellent work. She asked for clarity around income generation. MAL confirmed that the vocational training team generated an income for the work they did with the local community which in effect covered the salary cost for the team.</p>	
4.1	Medical Workforce efficiency – reduction in agency spend project update	
	<p>Sharon Vickery introduced Emma Owen who gave an update around the revised measures that the Health Board had implemented to improve information, management of agency spend and reduce medical locum usage.</p> <p>Work was ongoing to define Medical establishments across the service groups, however, due to service redesign this was difficult across some specialties.</p> <p>Rates – As previously reported the Health Board was negotiating approximately 40% of locum shifts that were worked outside of the internal bank. This had been an increasing trend during the last 12 months. Work has been ongoing to try to reduce rates however, this was being impacted by significant gaps in rotas and difficult to recruit positions.</p> <p>Discussions were taking place at an All Wales level to identify appropriate rates to avoid competition with neighbouring Health Boards. However, the implementation of such arrangements were frequently difficult due to agreement of set rates and the pressure of filling operational gaps.</p>	

	<p>It was forecasted that an All Wales rate would significantly increase the locum spend within the Health Board.</p> <p>During February, conversations would begin with service groups and specialties to discuss their specific rates and explore possible opportunities for reductions.</p> <p>SV advised that this is becoming an increasingly complex picture because of some of the All Wales work.</p> <p>DE commented that this was an intrinsic piece of work, very much linked to quality, safety and finance. DE suggested at some point it would be useful to work with finance to capture how this links in to the cost avoidance savings.</p> <p>DE thanked EO and SV for the helpful information provided.</p>	
4.2	AMSR OD Update	
	<p>Beth Wadley advised that she had been seconded to support the AMSR programme from an OD perspective until March 2023. The presentation provided a summary up to the 1st week of January.</p> <p>The objectives were to ensure staff felt engaged in the programme and valued by the organisation, that they understood their place within the new structure and where they fit in to the bigger picture.</p> <p>Some have struggled with the change process and their well-being had been impacted. BW aimed to support that also. In addition, her aim was to ensure that clinical leaders were able to lead from a compassionate point of view and that they had a consistent collective approach to build support and trust.</p> <p>It was important to plan for the future and to make sure that there was something in place to support staff on an ongoing basis. BW introduced 1:1 leadership sessions which proved to be useful.</p> <p>Next steps - the intention was to continue the 1:1 sessions, continue to provide some adhoc support, setting up learning sets, working with HEIW on clinical leadership support, complete a training needs analysis along with a summary report of everything that had been achieved including lesson learned.</p> <p>KH advised that from a governance perspective, the summary report had not yet been discussed at the AMSR Board and that it was on the agenda for the next meeting. KH said she had requested funding for OD support significantly prior to the AMSR programme beginning and short term funding had only been approved well into the transformation programme. She said ideally the intervention would have commenced at the earlier stages of the programme.</p>	

	DE congratulated BW on what has been achieved in such a short space of time and commended the fact that BW achieved multidisciplinary team engagement.	
4.3	Kronos/E-roster Migration – progress update	
	<p>Emma Owen gave an update on the removal of Kronos due to be decommissioned later this year.</p> <p>Approximately 146 individual rosters or services would be migrated over to Health Roster which was a significant piece of work to be undertaken in such a short space of time.</p> <p>Kronos terminals were being removed and replaced with Health Roster along with a revision of a number of internal documents to meet DPI requirements. There would be a move of the server over to cloud which would also be aligned to Health Roster contracts. There was a significant number of activities in order for this to be completed in terms of timescales.</p> <p>The 1st wave was almost complete and so far had gone really well.</p> <p>Some issues were identified within Estates and Radiology and Emma, Ruth and the Operations team were working closely with them to resolve.</p> <p>DE commended Emma and the team for the smooth transition so far.</p>	
5.1	Update on IMTP Update deferred to 20/02/2023	
5.2	Recruitment & Retention	
	<p>Guy Holt gave an update on work to develop the SBUHB employer brand.</p> <p>GH advised of the importance of being able to attract and connect with potential candidates and to position the HB as an employer of choice.</p> <p>SBU has been working to develop a candidate experience and employer brand to support employee retention and to effectively engage and inspire staff and to build a sense of identity within SBU.</p> <p>Step 1 of the journey was to understand current employee experience by running research and focus groups from across the</p>	

	<p>organisation. The outputs from those focus groups were then put in to defining the employee value proposition.</p> <p>The focus was on:</p> <ul style="list-style-type: none"> - Life in Swansea, family friendly, affordable housing - Opportunities within the Organisation - Sense of belonging in Swansea and within the Health Board community <p>As a result, the strapline 'Swansea Bay – where you belong' was created.</p> <p>Photoshoots have taken place along with personal videos from staff who came from outside of Wales, advocating the sense of belonging and why they love working for SBUHB.</p> <p>There will be a mix of channels used to launch the brand – social media, targeted digital campaigns and print.</p> <p>All activity will guide potential candidates to a new recruitment website, currently being developed, which should be completed in a few weeks' time.</p> <p>DE thanked GH for the information and work completed thus far. She suggested that consideration be given around the strap line and whether it loses the fact the advert relates to the health board. Just having the reference to Swansea Bay could relate to anything eg. Council or University etc.</p>	
5.3	Part Time OT/PT	
	<p>Rob Workman provided a paper on the training opportunities now available for existing Occupational Therapy and Physiotherapy support workers to access part-time pre-registrations programmes to support their development to registered therapists.</p> <p>RW spoke of the struggle and impact on recruitment as previously the only places where staff could train in Wales were Cardiff and North Wales.</p> <p>There was now a programme at Swansea University which meant that the HB could 'grow our own' and train and recruit more locally. The HB had been working with the university to develop and ensure that this was fit for purpose.</p>	

	<p>HEIW bursary funding had not been confirmed as being recurrent.</p> <p>The recommendations were that the HB commit to supporting a physio each year.</p> <p>This was a great opportunity and we don't want to miss out on this for staff and will really help with recruitment issues in 2026.</p> <p>A review of the university selection process as well as the internal selection process was planned, with a focus on ensuring fair decision making.</p> <p>The paper was for noting and support requested for any influence with HEIW to continue bursary support.</p>	
6.1	ESR Project Update deferred to 20/02/2023	
7.1	Welsh Language Mandatory Training	
	<p>Jordan Morgan-Hughes attended to advise on Welsh Language Mandatory training.</p> <p>The new mandatory model had been introduced as part of 'More than just words' which was the Welsh Government strategy for mainstreaming the welsh language into health and social care.</p> <p>The strategy was originally introduced in 2012 but had undergone a major review and relaunch which involved stakeholders from across the sector. Whilst there were positives to report in that review, it was acknowledged that a lack of progress had been made generally.</p> <p>A key element of the strategy since its inception was 'the active offer' which meant offering a service to patients in Welsh without them having to ask for it.</p> <p>The review also highlighted the importance of offering services in a patient's first language.</p> <p>The new strategy ran to 2027 and contained many targets and benchmarks.</p> <p>The key target under consideration at present was that <i>all</i> NHS staff had to undergo Welsh Language awareness training. The requirement was exempt from the pay progression policy at this initial stage.</p>	

	<p>SBU was required to start reporting on compliance as from March 2023.</p> <p>There was a deadline of June this year for full compliance.</p> <p>Approval was requested to out to all SBU staff from 1st February.</p> <p>There was concern within the group on how to achieve 100% compliance of 13000 staff by June.</p> <p>All other statutory training standards had a compliance target of 85%.</p> <p>Len Cozens advised that the 100% compliance was what the Welsh Government Circular set out and could not be changed. He stated that as an organisation there was a need to be realistic in terms of delivering what could be done within the timescale that were available.</p> <p>Kay Myatt voiced concern that if this was added as an ESR competency, it would result in some staff no longer showing as 100% compliant. This would need to be factored in to the workload in relation to action point and queries.</p> <p>It was important to consider how the message would be shared with line managers given the impact of non-compliance of stat/man training on pay progression.</p> <p>DE asked if this had been to Management Board – LC advised that he would provide papers to Hazel Lloyd for both Management Board and Execs.</p>	
7.2	Risk Register deferred to 20/02/23	
8.1	Any other business deferred to 20/02/23	
	<ul style="list-style-type: none"> - SBUHB Workforce Summit April/May – to be discussed at a future meeting 	
	Date of the next meeting Monday 20 March 2023	