



Workforce and OD Committee Annual Report 2018-19



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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

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1. Introduction

The Workforce and Organisational Development (OD) Committee was established in 2009 and its principle focus is on 'all aspects of workforce as a resource aimed at ensuring the strategic and operational workforce agenda, priorities and work plan enables the delivery of the health board's objectives and supports quality and safety of healthcare and employment practice'.

During 2018-19, the committee met its responsibility by fulfilling its role as outlined in its terms of reference, and through the delivery of its work programme. The annual report summarises this.

2. Committee Structure

The membership of the Workforce and OD Committee during 2018-19 comprised:

Independent Members

- Ceri Phillips, independent member (committee chair until January 2019);
- Tom Crick, independent member (committee chair from February 2019)
- Emma Waygood, independent member;
- Jackie Davies, independent member.

Executive Directors

- Hazel Robinson, Director of Workforce and OD;
- Gareth Howells, Director of Nursing and Patient Experience;
- Richard Evans, Medical Director (from November 2018);
- Hamish Laing (until June 2018)
- Push Mangat, interim Medical Director (until September 2018);
- Alastair Reeves, interim Medical Director (until November 2018).

Committee support in terms of the circulation of the meeting papers and minute taking was undertaken by the corporate governance function to ensure continuity with other board committees. The secretary to the committee was Liz Stauber, committee services manager.

At the start of 2018-19, the terms of reference required the committee to meet bi-monthly, however, at the meeting in July 2018, members agreed revised terms of reference. These made provisions for the scope and membership of the committee to be expanded and for the frequency of meetings to increase to monthly.

3. Reports Received

Workforce is viewed by the board as one of the most significant risks the organisation holds. With the current challenges on finance, performance and quality and safety, workforce issues need to be addressed to enable the organisation to progress and improve.

As part of reviewing the governance structures, there has been some concern that the Workforce and OD Committee was not functioning as effectively as a board committee should. Over the past few months, it has benefitted from a new executive

lead, chair and membership, which is an opportunity to develop the future remit of the committee.

In-line with this, the way in which the committee functioned and the reports it received has varied during 2018-19 while its remit was properly established.

The first meeting of the year took place in July 2018, which was an opportunity for the Director of Workforce and OD to outline her views as to the current risks and challenges within the area of service. This provided members with the opportunity to discuss future focus of the committee and as such, agreed revised terms of reference.

In August 2018, the committee held its first meeting with an established agenda under its new remit, which included items such as future service models for occupational health, digital workforce strategy and physicians associates. However, when discussing these reports, members felt the level of detail and the recommendations were too operational for the committee, owing to the fact that there was not a relevant sub-group to which to report in the first instance. As such, it was agreed that a workforce and OD forum would be established as a sub-group to discuss such issues and the terms of reference for this group were agreed by the committee in November 2018.

Also in November 2018, the committee considered reports on nurse recruitment and retention and nursing standardised shifts at the request of the Quality and Safety Committee. The analysis of recruitment and retention identified the vacancies hotspots as well as the action being taken for both nursing and medical staff. One key area which needed improvement was the completion of exit interviews and it was hoped that changes to the electronic staff record (ESR) by the end of 2018 would increase completion.

Members noted that in relation to standardised nursing shifts, the health board potentially had around 90 different shift patterns within a given area, which was not only challenging to quality and safety of services, but also made it difficult for managers to fully know the establishment. As part of the work to standardise shifts, e-rostering was being implemented. It was already in place at Singleton Hospital and the roll-out had begun at Morriston Hospital. Members expressed their concern at the situation and emphasised the need to establish standardised shift patterns board-wide with urgency.

January 2019 saw the agreement of the committee's work programme, which included the transfer of workforce related items currently considered by other committees into this remit. The most significant of which were workforce metrics, medical agency cap and decisions made by the vacancy panel which had previously been considered by the Performance and Finance Committee.

Alongside this, reports were received outlining the work in response to the findings of the national survey to resolve concerns raised by staff. This was supported by a presentation specifically looking at the work to address the issue of bullying across the health board.

One of the biggest challenges faced by the organisation is recruitment and retention, particularly in relation to medical and nursing workforce. As such, as part of the January 2019 meeting, the plan for medical recruitment was outlined, including the challenges faced, which resulted in the committee seeking regular updates given the task in hand. In addition to this report, a draft outline for the overall workforce strategy was received to show the committee the intended direction of travel.

Alongside the strategic reports, regular standing items were received by the committee from the January 2019 meeting onwards, including workforce metrics *more details*, medical agency cap *more details* and Nurse Staffing Levels (Wales) Act 2016 *more details*.

The committee has a number of sub-groups for which regular reports outlining the discussions of each meeting were received. These comprised:

- Workforce and OD Forum;
- Nursing and Midwifery Board;
- Medical Workforce Board;
- Responsible Office Advisory Group.

4. Conclusion

This report demonstrates that the committee fulfilled its responsibilities through the reports it had received during the year from various services and sources.