

## **POWYS TEACHING HEALTH BOARD**

### **CONFIRMED WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON FRIDAY 28 JANUARY 2022, 14:00 – 16:00 VIA MICROSOFT TEAMS**

#### **Present:**

Ian Phillips	Independent Member (Chair)
Matthew Dorrance	Independent Member
Trish Buchan	Independent Member
Cathie Poynton	Independent Member

#### **In Attendance:**

Carol Shillabeer	Chief Executive Officer
Julie Rowles	Director of Workforce and Organisational Development
Hayley Thomas	Deputy Chief Executive and Director of Planning and Performance
Jamie Marchant	Director of Environment
James Quance	Interim Board Secretary

#### **Observers:**

Mark McIntyre	Assistant Director of Workforce and Organisational Development
Bethan Hopkins	Audit Wales
Vivienne Harpwood	Chair, PTHB
Kirsty Williams	Vice Chair, PTHB

#### **Apologies for absence:**

Rhobert Lewis	Independent Member
Claire Madsen	Director of Therapies & Health Science
Pete Hopgood	Director of Finance and IT
Kate Wright	Medical Director

#### **Committee Support:**

Liz Patterson	Interim Head of Corporate Governance
Bethan Powell	Corporate Governance Officer

<b>PRELIMINARY MATTERS</b>	
W&C/21/12	<p><b>WELCOME AND APOLOGIES FOR ABSENCE</b></p> <p>The Chair welcomed everyone to the meeting and confirmed the meeting was quorate. Apologies for absence were noted as recorded above.</p>
W&C/21/13	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were received.</p>
W&C/21/14	<p><b>MINUTES FROM THE PREVIOUS MEETING, HELD 5 OCTOBER 2021</b></p> <p>The Committee APPROVED the minutes of the meeting held 5 October 2021.</p>
W&C/21/15	<p><b>MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING</b></p> <p>The minutes welcomed a focus around the measures and metrics which would be implemented to provide assurance to the Board. A request was made that the metrics include a measure of discretionary effort in relation to volunteers.  <b>Action: Director of Workforce and OD</b></p> <p>The minutes noted that a single point of contact was to be introduced for the organisation and requested that a timescale be outlined for the introduction of this service requesting that consideration be given to including this item on the forward work plan.  <b>Action: Chair and Interim Board Secretary</b></p>
W&C/21/16	<p><b>WORKFORCE AND CULTURE COMMITTEE ACTION LOG</b></p> <p>The Committee received the Action Log and in light of the revised governance arrangements and scaled down agenda, the Committee agreed that both items would be brought to the next meeting and that the timeframe be included within the Action Log.</p>
<b>ITEMS FOR APPROVAL/RATIFICATION/DECISION</b>	
There were no items for approval, ratification, or decision at this meeting.	
<b>ITEMS FOR DISCUSSION</b>	
W&C/21/17	<p><b>STAFF WELLBEING – INCLUDING AUDIT WALES REPORT: CARING FOR THE CARERS</b></p>

The Director of Workforce and OD provided an overview of the *Taking Care of the Carers?* report, published by Audit Wales (AW) in October 2021 outlining how NHS bodies supported staff well-being during the Covid-19 pandemic. The Director of Workforce and OD also highlighted the management response to the six recommendations along with the Checklist for NHS Board Members produced by Audit Wales.

*Occupational Health is yet to successfully recruit to their vacancies; how can members be assured the service is accessible?*

The Director of Workforce and OD confirmed that there was a national shortage of Occupational Health professionals. The structure locally had been reviewed and a business case prepared. Consultant availability at present was one day a week in Bronllys and one day a month in north Powys. Cases were triaged and it was intended to introduce increased capacity by changing the skill mix to make increased use of occupational health nurses. This was a difficult situation which was being closely monitored.

*Whilst there are vacancies across the organisation there is a specific deficit of 2.7 Whole Time Equivalent (WTE) clinical pharmacists. Does this pose a potentially higher risk than in a larger organisation?*

The Director of Workforce and OD advised that the wider teams were monitoring this on an ongoing basis. There are 2.8 WTE vacancies currently out to advert. The organisation was aware of the hotspots across services which were being closely monitored and action taken through recruitment or via service redesign.

*It is noted that 15 new staff are on the Aspiring Nurse programme, can clarification be provided whether this includes the 4 posts approved via Charitable Funds?*

The Director of Workforce and OD advised that Health Education and Improvement Wales (HEIW) had made several places available which were specifically for healthcare support workers to become registrants. PTHB had invested in these places via use of Charitable Funds supported by the Executive team. HEIW had released additional places which PTHB were able to access and were able to extend the scheme into the Radiology service. With this model secured, PTHB anticipate growth across wider clinical services.

*A considerable amount of work has gone into producing the response. To what extent is the success of initiatives known?*

	<p><i>For example, the response states that the SharePoint page for Wellbeing has recently triggered over 2,000 hits; how does this compare to the numbers recorded during the previous year and what follow up support has been provided to those staff?</i></p> <p>The SharePoint page was a self-help tool available for those who needed support and therefore it would not be possible to directly track the outcomes of this offer. However, the Health Board has offered a counselling service to staff which has significantly grown since the pandemic, providing assurance that staff were aware of the of the support available.</p> <p>The Chief Executive noted that, in addition to the value-based healthcare principles offered to patients, it was necessary to consider the importance of measuring outcomes for staff.</p> <p>The Director of Planning and Performance outlined that there was a need for a broader strategic wellbeing approach which would be considered in preparation of the IMTP, recognising the importance of system resilience.</p> <p><i>To be able to provide assurance to Board it will be necessary to understand the performance measures linked to the IMTP.</i></p> <p>Whilst the Director of Workforce and OD is Lead Executive for this Committee, the performance measures relate to the whole organisation and it would be necessary to consider what had worked well, what could be improved upon and, if activities were not adding value, then they should be stopped.</p> <p>The Committee welcomed further discussion around evidence of best practice and the wider approach to measuring outcomes and timescales on an organisation wide basis. It was requested that this would be considered at a future Board Development session.</p> <p><b>Action: Interim Board Secretary</b></p>
W&C/21/18	<p><b>WORKFORCE ESCALATION APPROACH</b></p> <p>The Director of Workforce and OD gave a presentation on the workforce escalation approach. The risk that the Health Board would be unable to sustain an adequate workforce had been increased from 12 to 16 at Board in January 2022. The presentation outlined the initiatives that had been undertaken in response to the heightened risk. The risk remained under regular review and if the initiatives proved successful it was hoped that the risk score could be reduced in time.</p> <p>An overview of the Covid-19 Booster programme was provided with a clear focus of the number of redeployed staff into the Mass Vaccination service. Approximately 200 Registrants and</p>

support workers had been trained which enabled a flexible approach in response to the constraints of the pandemic. On 12 December 2021, Welsh Government had announced a requirement to bring forward the delivery of the booster vaccine by the 31 December 2021, requiring a considerable increase in capacity to the mass vaccination service.

The Memorandum of Understanding with the Powys Association of Voluntary Organisations (PAVO) had been successful with over 500 volunteers registered to work in the mass vaccination centres, of which 260 were currently active.

The principles of the 'Care Reservist' pilot scheme had been approved by the Executive Committee in January 2022. The aim was to support a group of volunteering staff to take up a reservist role, whereby they could be deployed at pace across clinical areas as a Health Care Support Worker, in the event of a staffing crisis caused by high levels of sickness absence. The pilot scheme would be worked up during the summer months in preparation for next winter.

Staff absence had peaked in the second week of January at 6.3% although hotspots of up to 9% were noted. Occupational Health service waiting times had also increased.

Most of the cover was being sourced by bank staff although agency staff were also utilised. There were no clinical issues directly related to staffing although it had been necessary for some short notice issues to be dealt with by managers.

The Workforce team had supported the Civil Contingencies Manager to consider workforce planning with Services needing to have plans in place to cope with staff absence scenarios of up to 10% and 20%.

The Temporary Staffing Unit had moved to a seven-day service to support the high demand during the omicron surge. The Nursing establishment had been reviewed to enable an amended skill mix to be implemented in case it had been necessary to move to a surge position.

*To what extent would the establishment and staff roles be reviewed and what support would be provided?*

The Director of Workforce and OD confirmed that the Nursing establishment was currently under review with the intention of maintaining a safe working environment and enable staff to feel confident of patient safety through enhanced care. Additionally, the Executive team had discussed and recognised the support required and this would be monitored to ensure the safe provision of staff going forwards.

	<p><i>Are the issues associated with Knighton Hospital linked to the WTE vacancies that are currently out to advert?</i></p> <p>The WTE vacancies do include those at Knighton Hospital at present. However, it is recognised that it will be necessary to consider staffing at Knighton Hospital moving forward.</p> <p><i>Is there a geographical element to nursing vacancies?</i></p> <p>The Director of Workforce and OD advised that Powys often experienced fewer issues with recruiting to vacancies across the south of the county compared to the north. Recently, however, there had been some success in recruitment to the north of the county. It was thought the student streamlining approach in Wales may create a barrier to recruiting students from England. However, there may be additional opportunities for recruitment when students from Aberystwyth qualify. The organisation is taking part in the nationally organised international recruitment arrangements.</p> <p>The Committee recognised the tasks involved in relation to the innovative workforce escalation approach and thanks were expressed to all colleagues involved within the process.</p> <p>The Committee NOTED the report and RECEIVED assurance that the performance of the Workforce Escalation Approach had influenced the successful management to date of system resilience pressures.</p> <p><i>How is the remit of committees ascertained to ensure that all aspects are covered without undue duplication and ensuring that assurance is provided to Board?</i></p> <p>The Board have a cycle of business that is reviewed on an annual basis noting that there was inevitable cross over between the work of committees and this provided an opportunity for triangulation. Further discussion regarding the work programme of committees and how assurance would be provided to Board would take place over coming weeks as committee programmes of business for the new financial year are developed and would be discussed at a forthcoming Independent Member Meeting.</p> <p><b>Action: Interim Board Secretary</b></p>
<b>ITEMS FOR INFORMATION</b>	
W&C/21/19	There were no items for inclusion in this section.
<b>OTHER MATTERS</b>	
W&C/21/20	<p><b>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND OTHER COMMITTEES</b></p> <p>Board to be advised that Caring for the Carers had been discussed.</p>

W&C/21/21	<b>ANY OTHER URGENT BUSINESS</b> There was no other urgent business
W&C/21/22	<b>DATE OF THE NEXT MEETING:</b> 15 March 2022, via Microsoft Teams.