



POWYS TEACHING HEALTH BOARD

CONFIRMED

**WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON
TUESDAY 5 OCTOBER 2021, 14:00 – 16:00
VIA MICROSOFT TEAMS**

Present:

Ian Phillips	Independent Member (Chair)
Matthew Dorrance	Independent Member
Rhobert Lewis	Independent Member
Trish Buchan	Independent Member

In Attendance:

Julie Rowles	Director of Workforce and Organisational Development
Hayley Thomas	Director of Planning and Performance
Pete Hopgood	Director of Finance and IT
Claire Madsen	Executive Director of Therapies & Health Science (from 15.00)
Kate Wright	Medical Director
Mark McIntyre	Deputy Director Workforce and OD
Sarah Powell	Assistant Director Workforce and OD
Rani Mallison	Board Secretary

Observers:

Kat Cobley	Welsh Language Services Manager
Sian Jones	Equalities and Welsh Language Services Officer

Apologies for absence:

Jamie Marchant	Director of Primary, Community Care and Mental Health
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Committee Support:

Liz Patterson	Corporate Governance Manager
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MEETING GOVERNANCE	
W&C/21/01	<p>WELCOME AND APOLOGIES FOR ABSENCE</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/21/02	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were received.</p>
<p>ITEMS FOR APPROVAL/RATIFICATION/DECISION</p>	
<p>There were no items for approval, ratification or decision at this meeting.</p>	
<p>ITEMS FOR DISCUSSION</p>	
W&C/21/03	<p>ORGANISATIONAL DEVELOPMENT STRATEGIC FRAMEWORK</p> <p>The Director of Workforce and OD gave a presentation (included in the agenda pack) on 'An Organisational Development Framework to support a Healthy, Caring Powys' outlining how the Framework had been developed prior to the pandemic and more recently refreshed to cover the period 2021-2024. The following four priorities were outlined:</p> <ul style="list-style-type: none"> • Structure • People • Culture, and • Processes <p>The links between the Workforce Futures Framework and Organisational Development Framework were highlighted.</p> <p>The process of Organisational design and realignment was described along with the progress to date on 'Grow our Own'.</p> <p>The approach to staff engagement and wellbeing was articulated and responses to national and local staff surveys shared. The use of counselling services was reported alongside other offers relating to wellbeing. The Committee requested evidence of best practice in employee engagement to support the already successful programme the health board have invested in.</p> <p>Action: Director of Workforce and OD</p> <p>Finally, next steps in Excellence in Wellbeing, Leadership and Teamworking were outlined.</p> <p><i>The establishment of this new Committee with a strong focus on workforce was welcomed along with the opportunity to revisit the Organisational Development Strategy. The responsibility to measure and assess performance and report to Board was also welcomed.</i></p> <p>The Director of Workforce and OD agreed that this strengthening of focus was welcome and it was noted that PTHB were the only organisation in Wales which had an</p>

	<p>Organisational Development Framework rather than simply a Workforce Framework. It would be necessary to set metrics around the Excellence in Wellbeing work which would allow the Committee to undertake its assurance work. The Committee noted the importance of establishing a culture which enabled the ongoing delivery of the Health Boards Strategy recognising the focus of the Workforce and Culture Committee. The Committee discussed measures of performance including values, behaviours and compassionate leadership.</p> <p><i>This focus on metrics was welcomed as the public have a particular interest in performance and there is a link here between the work of this Committee and other Board Committees.</i></p> <p><i>What opportunities will there be for this Committee to monitor performance of work undertaken in the partnership arena as services are increasingly co-produced?</i></p> <p>The Board Secretary confirmed that specific updates on the Health Board’s elements of the Workforce Futures Strategic Framework would be provided to this committee however in addition there would be reporting from the Regional Partnership Board (of which the Workforce Futures Strategic Framework sits underneath) into the Planning, Partnerships and Population Health Committee.</p> <p>The Deputy Director of Workforce and OD confirmed that the work of the voluntary sector was integral to Workforce Futures.</p> <p><i>The impact of the pandemic has been felt across the organisation. What opportunities are there for gaining a true picture of the baseline during these not normal times?</i></p> <p>Since the height of the pandemic overall staff numbers have reduced as temporary posts came to an end in areas such as mass vaccination. The effect of the pandemic was important but PTHB is not the only organisation affected by this with effects felt across and beyond the NHS.</p> <p>The Organisational Development Framework was DISCUSSED and NOTED.</p>
W&C/21/04	<p>WORKFORCE FUTURES STRATEGIC FRAMEWORK</p> <p>The Assistant Director Workforce and OD gave a presentation (included in the agenda pack) outlining the Workforce Futures Strategic Framework. This had an emphasis on growing the workforce, acquiring skills, supporting the introduction of new models of care and supporting volunteer and third sector activity.</p>

The Strategic Framework was broken down into five themes:

- Design, planning and attracting
- Leading the workforce
- Engagement and wellbeing
- Education, training and development
- Partnership and Citizenship
- Underpinned by technology and digital

Which contained 32 objectives to be completed by the end of 2022.

Progress on the Health and Care Academy was detailed along with proposals for an Adaptive Simulated Living Space and Outdoor Learning Space.

Finally, the next steps for this framework were outlined.

What are the opportunities for scaling up to enable the existing clinical gaps not to increase?

The Director of Workforce and OD advised that it was necessary to be brave and that the Medical Director, via the Frailty Project was looking at the models of care which might mean that the make up of the workforce would look different. Until the Model was agreed it was not possible to set out the workforce required to support it.

All Health Boards are facing this issue however PTHB has specific strengths and weaknesses due to its more rural geography.

The Medical Director confirmed it was most important to get the basics right on this major project. Staff needed to believe in the organisation and that their training and development would be supported. Recruitment was a difficult although not impossible area. It would take time to build up a critical mass of staff and develop confidence that Powys was an innovative and exciting place to work offering plenty of opportunity for challenge and career progression. It was related to the developing culture that was slowly gaining ground, and that by using transferable skills the organisation was using staff effectively to make the job attractive.

The Deputy Director of Workforce and OD confirmed this was a long-term approach and, in the meantime, short term arrangements were necessary to fill staffing gaps. It would be a combination of short and long term approaches that led to success.

The Assistant Director of Workforce and OD noted that there was merit and value in the PTHB brand and whilst it was not a University HB the teaching element was attractive in its own right.

	<p>The Workforce Futures Strategic Framework was DISCUSSED and NOTED.</p>
<p>W&C/21/05</p>	<p>WORKFORCE PLANNING AND PERFORMANCE</p> <p>The Deputy Director for Workforce and OD gave a presentation (included in the agenda pack) outlining the workforce capacity and performance. Attention was drawn to the aging workforce, in particular in the areas of estates, medical and dental and nursing and midwifery. However, the organisation had a good record of recruiting experienced staff via the retire and return scheme, both ex-PTHB employees and those from other Health Boards. There was a fluctuating turnover and patterns of work were changing with an increase in part time staff. The Committee requested further information on recruitment timescales to be presented at a future committee.</p> <p>Action: Director of Workforce and OD</p> <p><i>Which figures give the best indication of what it feels to work on a ward?</i></p> <p>The Director of Workforce and OD advised that this was best found in the Safer Staffing Reports which currently was presented to Board.</p> <p>The Deputy Director of Workforce and OD outlined that there was a national shortage of Doctors in some specialities and PTHB was having to use locums to cover a number of roles.</p> <p>The Medical Director noted the fragility of this position and the higher risk of using short term locum arrangements.</p> <p>The Deputy Director of Workforce and OD advised there was a mix of staff cover for inpatient wards between bank, on-contract agency and off-contract agency. There had been a decrease in the use of bank staff a number of whom were supporting the Mass Vaccination Service. The development of the new Mass Vaccination Service had been successful but the long-term arrangements for the service were unclear. Recruitment for renewal activities was proving challenging although there had been some success. The Performance metrics highlight an increase in staff turnover, variable pay and sickness. PADR performance remains below target and the ambition was to return to pre-pandemic levels. Immediate issues were summarised as capacity, variable payment and workforce compliance.</p> <p>The Workforce Planning and Performance paper was NOTED.</p>

W&C/21/06

WELSH LANGUAGE STANDARDS ANNUAL REPORT

The Director of Therapies and Health Sciences presented the report (included in the agenda pack) and advised that the Welsh Language Manager was leaving PTHB at the end of the week with the new Welsh Language Manager starting the following week. A Welsh Language Translator had been appointed which would give greater capacity for translation requirements within the organisation along with a temporary Equality and Welsh Language Services Officer had also been appointed. A reliable online translation system for Welsh Language had recently been identified by Welsh Government and the newly appointed Welsh Language Services Manager would be able to quality assure this package. The volume of translation had recently been high with the number of staffing changes leading to new job descriptions requiring translation.

The prompt appointment of new staff was welcomed but the proposal to consider options instead of just introducing a single point of contact with appropriate telephony was queried.

The Director of Therapies and Health Sciences advised that the introduction of a Single Point of Contact was being undertaken with the Directorate of Finance and IT and the Director of Finance and IT was aware of the issues faced in respect of the recruitment of Welsh Language receptionists.

Why are there 80 posts within the organisation which do not require Welsh Language?

The Director of Therapies and Health Sciences advised that there were some posts which had no interaction which would require Welsh Language.

As a Board, Welsh Language leadership should be exhibited by having bi-lingual agendas.

The Board Secretary advised that discussion had been held by the All Wales Board Secretary Network and a position agreed that, recognising the resource requirements, board papers would not be published in Welsh at this time. However, it remained an ambition to publish bi-lingually when possible to do so.

The Welsh Language Standards Annual Report was DISCUSSED and NOTED.

ITEMS FOR INFORMATION	
W&C/21/07	<p>COMMITTEE TERMS OF REFERENCE, APPROVED BY BOARD 29 SEPTEMBER 2021</p> <p><i>As nurses represent a significant proportion of PTHB staff, should the Director of Nursing and Midwifery be present at this meeting?</i></p> <p>The Board Secretary advised that the Director of Primary, Community Care and MH would be a regular attendee as that directorate had a large workforce. A balanced approach was required in respect of Directors attending this Committee with the opportunity at agenda setting meetings to call Directors not normally attending this committee to a specific item if required.</p> <p>The Committee Terms of Reference were NOTED.</p>
W&C/21/08	<p>BOARD AND COMMITTEE PRIORITIES 2020/21, APPROVED BY BOARD 29 SEPTEMBER 2021</p> <p>The Committee Priorities were NOTED.</p>
OTHER MATTERS	
W&C/21/09	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND OTHER COMMITTEES</p> <p>No items were noted.</p>
W&C/21/10	<p>ANY OTHER URGENT BUSINESS</p> <p>There was no other urgent business.</p>
W&C/21/11	<p>DATE OF THE NEXT MEETING: 14 December 2021, Microsoft Teams.</p>