

POWYS TEACHING HEALTH BOARD

CONFIRMED

WORKFORCE AND CULTURE COMMITTEE MEETING HELD ON TUESDAY 14 DECEMBER 2023, 10:00-12:00 VIA MICROSOFT TEAMS

Present:

Ian Phillips	Independent Member (Chair)
Chris Walsh	Independent Member (Local Authority)
Cathie Poynton	Independent Member (Trade Union)
Jennifer Owen Adams	Independent Member (Third Sector)

In Attendance:

Hayley Thomas	Interim Chief Executive
Debra Wood Lawson	Director of Workforce and OD
Claire Madsen	Director of Therapies and Health Science
Mark McIntyre	Deputy Director of Workforce and Organisational Development
Sarah Powell	Assistant Director Workforce and OD
Claire Roche	Director of Nursing and Midwifery
Pete Hopgood	Director of Finance, Information and IT
Helen Bushell	Director of Corporate Governance
Rhys Brown	Head of Organisational Development
Shelly Higgins	Interim Head of Midwifery (for Item 1.3)
Bethan Hopkins	Audit Wales

Apologies for absence:

Kate Wright	Medical Director
Stephen Powell	Director of Planning, Performance and Commissioning

Committee Support:

Liz Patterson	Interim Head of Corporate Governance
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PRELIMINARY MATTERS	
W&C/23/18	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Committee Chair welcomed Members to the meeting. Apologies for absence were noted as recorded above.</p> <p>It was noted that the last ordinary meeting of Workforce and Culture Committee had taken place on 16 May 2023. Since then, an extraordinary meeting had taken place on the 11 July 2023 and a joint meeting with the Patient Experience, Quality and Safety Committee on 24 October 2023. Minutes of the meeting on 11 July 2023 are included for approval in this meeting. Notes of the joint meeting have been circulated to Members in attendance at that meeting.</p>
W&C/23/19	<p>DECLARATIONS OF INTEREST</p> <p>No interests were declared in addition to those already declared in the published register.</p>
W&C/23/20	<p>EXPERIENCE STORY:</p> <ul style="list-style-type: none"> • Staff Story – Maternity Services team during escalation <p>The Director of Nursing and Midwifery introduced the Interim Head of Midwifery who gave a presentation of the experience of the maternity team whilst in local escalation between June 2022 and March 2023. Attention was drawn to the following areas:</p> <ul style="list-style-type: none"> • the importance of involving staff as early as possible in the review process • quarterly learning events have been instigated • a need for a psychologically safe environment for team members • a need for clear pathways and processes • the importance of processes for handover when staff leave either if the role will be reappointed to, or if not and the workload is split between colleagues • a need for development time as clinicians move into management • the importance of succession planning and the need to secure a substantive senior structure • the importance of relationships with the midwifery team and nursing team • the development of service user feedback • the relationship with commissioned services • addressing gaps in reporting mechanisms

Where is the Continuous Improvement Plan reviewed?

The Director of Nursing and Midwifery advised that the Continuous Improvement Plan was monitored at the Maternity Matters Group chaired by herself and assurance of this was routed via Executive Committee and onto the Patient Experience, Quality and Safety Committee.

Has there been external scrutiny of the Continuous Improvement Plan?

External scrutiny had been undertaken via the Integrated Quality Planning and Delivery group and Joint Executive Team meetings. There has been no specific request to examine the Continuous Improvement Plan, however, an unannounced visit by Health Education Improvement Wales is expected which would cover this.

The need to secure a substantive senior structure is noted. Is this within the existing establishment and requires vacancies to be filled, or are additional resources required?

The Director of Finance, Information and IT understood that the proposal related to filling establishment posts. Any additional requirements would be via a separate process.

The work that has been undertaken in this area is noted along with the integration of midwifery into the wider team. Is there further support that is required in relation to psychological safety?

The Interim Head of Midwifery advised that midwives are in general, happy to speak out, but the experience of local escalation knocked confidence in the team, and this had an impact on the numbers of local births. There had been a lack of visibility of the senior leadership team during covid which needs to be improved. Senior staff had contacted colleagues to provide supervision and support, but this was un-coordinated, and it had felt like managers were checking up on colleagues. Furthermore, staffing problems over the summer period had affected morale. These issues are now being addressed.

The Director of Workforce and OD advised that some of this staff story had been shared at the joint meeting of PEQS and Workforce and Culture Committee where note had been taken of staff voices and how this feeds into Speaking up Safely. The learning and experience of the Midwifery team will be used for this purpose.

The Chief Executive noted that the experience of Midwifery would assist in how services that are in local escalation are

	<p>treated. It is important that organisational support to improve is provided.</p> <p>The Chief Executive noted how local escalation had impacted on local birth rates and the fine line between continuous improvement and causing concern.</p> <p>The Interim Head of Midwifery advised that the decline in local births had coincided with strikes at WAST which had meant midwives had been concerned about transfer times. The impact had particularly been felt as there had been a cluster of incidents and this had reverberated across the small team. Colleagues are able to influence decisions made by mothers and the team are working with midwives to encourage physiological births locally.</p> <p><i>Has the new duty of candour had an impact on the way information is shared with mothers?</i></p> <p>The Interim Head of Midwifery advised that there had been no incidents that had triggered duty of candour conversations. However, families are offered the opportunity to discuss matters should they wish to.</p> <p>The Chair thanked the Interim Head of Midwifery for providing the staff story.</p>
W&C/23/21	<p>MINUTES FROM THE PREVIOUS MEETING, HELD 11 JULY 2023</p> <p>The Committee APPROVED the minutes of the meeting 11 July 2023.</p>
W&C/23/22	<p>COMMITTEE ACTION LOG</p> <p>All outstanding actions were confirmed as completed.</p>
ITEMS FOR ASSURANCE	
W&C/23/23	<p>DIRECTOR OF WORKDORCE AND OD REPORT</p> <p>The Director of Workforce and OD presented the report and drew attention to the following matters:</p> <ul style="list-style-type: none"> • Workforce sustainability and transformation: <ul style="list-style-type: none"> • workforce planning – where the areas of highest variable pay are being targeted; • Funding has been made available for up to 35 Aspiring Nurses next year; and

- Further Internationally Educated Nurse recruitment is taking place
- Great Place to Work:
 - The temporary staffing unit have implemented Wagestream allowing temporary staff to access part of their accrued pay at any time of the month with 20 colleagues using the system to date;
 - The Strategic Equality Plan is in development and will be considered at Board Development in January;
 - There are two outstanding Welsh Language investigations, one in respect of callers wishing to speak Welsh which will be addressed via telephony upgrades. The other is in relation to translation on internet pages/documents where work is being undertaken to improve the position and a final Commissioner decision on the investigation is awaited;
 - The results of the national staff survey are expected in the new year with the Health Board recording the highest response rate across Wales; and
 - Junior Doctor strikes are imminent which will affect commissioned services.

The Chief Executive added that the UK Government had recently announced changes to immigration rules from next spring which, whilst these did not affect the Health and Social Care visa route for NHS staff, would potentially impact on the ability of staff to bring dependents. An impact assessment will be undertaken.

Independent Members sought assurance by asking the following questions:

Why does the Aspiring Nurses Programme only project numbers of qualified nurses to 2027?

The Deputy Director of Workforce advised it was only possible to project numbers for existing cohorts.

Should the Health Board look to recruit more Internationally Educated Nurses (IENs) in the short to medium term whilst the Aspiring Nurses programme becomes established?

The Director of Workforce and OD advised that the programme had been scaled up with 2 IENs joining last year and 10 IENs joining this year. There were limitations in relation to available accommodation and the potential to develop key worker accommodation was being examined.

In relation to Welsh Language skills, do, or should the Health Board expect to have these amongst wider teams?

	<p>The Director of Workforce and OD advised a system is in place for checking if Welsh Language was required but it is necessary to be pragmatic. Over 45 members of staff have signed up to the Welsh Confidence Scheme.</p> <p><i>The funding of an additional 35 places for aspiring nurses is welcomed. Is it expected there will be sufficient interest to fill these roles?</i></p> <p>The Director of Workforce and OD advised that this was the first year the scheme had run with 22 colleagues accepted the placements. Health Education and Improvement Wales (HEIW) have evaluated the scheme and offered the 35 places for next year. Health and Care Academy colleagues are working closely with schools across Powys to raise awareness of the scheme for pupils and this has generated wider interest.</p> <p><i>Is workforce planning mandatory for managers?</i></p> <p>The Director of Workforce and OD confirmed workforce planning training was not mandatory but there was an expectation this would be completed.</p> <p><i>Has the impact of IENs on usage rates of bank and agency staff been calculated?</i></p> <p>The Director of Workforce and OD advised the IENs have enabled sickness and annual leave gaps in the rosters to be covered without the need to employ agency staff and thus has indirectly resulted in less agency usage.</p> <p>The Director of Therapies and Health Sciences noted the Health Board were working with HEIW to look at innovative ways of filling other hard to recruit to professions.</p> <p>The Committee RECEIVED the report as an update (since September 2023) on priorities within the Workforce section of the Integrated Plan for 2023/24 that are not part of the Committee’s agenda and take ASSURANCE against delivery of those priorities.</p>
W&C/23/24	<p>WORKFORCE PERFORMANCE REPORT</p> <p>The Deputy Director of Workforce and OD presented the report highlighting the following areas:</p> <ul style="list-style-type: none"> • Turnover rates are improving; • The target for Statutory and Mandatory Training of 85% has been achieved; • The numbers of completed PADRs is improving; • Sickness absence trends are improving; however,

	<ul style="list-style-type: none"> • Variable pay rates remain an issue. <p>Independent Members sought assurance by asking the following questions: <i>Why, in relation to vacancy trend by staff group, for October 2022 – April 2023 do the figures remain static?</i> The Deputy Director of Workforce and OD advised that this is particularly affected by the number of temporary staff working in the mass vaccination team.</p> <p><i>In relation to training it is noted the CEO Office has low totals.</i> The Chief Executive concurred and undertook to address this. The Director of Corporate Governance advised this related to Board Members both Executive Members and Independent Members and support was available for colleagues struggling to access the online training.</p> <p><i>How does the Health Board compare with other Health Boards in relation to recruitment difficulties. Is there any concern about poaching of staff?</i> The Assistant Director of Workforce and OD confirmed recruitment was a national issue and the Health Board were working with HEIW to develop new pipelines.</p> <p><i>Has the Health Board looked to other rural areas to see if any lessons can be learnt from their approach?</i> The Assistant Director of Workforce and OD advised that the Health Board are always interested in good practice elsewhere, but it should be recognised that the Aspiring Nurses programme is a Powys led development which is attracting interest nationally.</p> <p>A request was made for lines and totals to be provided instead of stacked bar charts. The Assistant Director of Workforce and OD undertook to look at the request. Action: Assistant Director of Workforce and OD</p> <p>The Committee RECEIVED and NOTED the report.</p>
W&C/23/25	<p>WORKFORCE FUTURES: PARTNERSHIP AND CITIZENSHIP</p> <p>The Assistant Director of Workforce and OD gave a presentation on the Workforce Futures reset journey where the original 48 actions had been reduced to 14, in part by eliminating duplicates. The priorities are based around the following themes:</p> <ol style="list-style-type: none"> 1. Designing, Planning and Attracting the Workforce 2. Leading the Workforce

	<p>3. Engagement and Wellbeing 4. Education, Training and Development 5. Partnership and Citizenship</p> <p>In relation to Partnership and Citizenship the Health Board are working with PAVO to develop a volunteer framework and toolkit; volunteer induction is under review to ensure it meets the needs of volunteers; the current onboarding and induction arrangements are being adapted for younger volunteers; and a bespoke eight week Mindful Living course for Carers commenced in November 2023 was fully booked.</p> <p>Members welcomed the collaboration with partners and the third sector.</p> <p>Independent Members sought assurance by asking the following questions: <i>Is the Health Board making the most opportunity of higher level apprenticeships?</i></p> <p>It was confirmed that there was no voucher system in Wales and the Health Board were not benefiting from the apprentice levy. The Health Board were meeting with Neath Port Talbot College to ascertain if additional apprenticeships could be introduced.</p> <p>The Committee RECEIVED the update on Workforce Futures including Theme 5 Partnership and Citizenship.</p>
W&C/23/26	<p>WORKFORCE FUTURES: STAFF HEALTH AND WELLBEING</p> <p>The Head of Organisational Development gave a presentation on the Staff Health and Wellbeing element of the original Workforce Futures Programme outlining activity in the areas of occupational health, employee assistance, staff surveys and health and wellbeing activity.</p> <p>Independent Members sought assurance by asking the following questions: <i>What is meant by 'purposeful office space' outlined in the free text themes from the staff survey?</i></p> <p>The Head of Organisational Development advised that this was noted in the joint survey and when followed up was found to mean that staff wanted to know if there was hot desking, and if this be comfortable and would it have access to printing etc.</p> <p><i>When survey results are examined, are both high and low scoring areas considered so that 'What Worked Well' can be identified, as well as areas of 'Even Better If'?</i></p>

	<p>The Head of Organisational Development noted that for teams with consistently high scores Managers are trained to provide feedback to staff. For teams with lower scores, Workforce colleagues will facilitate team feedback.</p> <p>The Chief Executive noted that there was a need to celebrate what was working well and this should be balanced against a need to target and support hotspots of concern. The Health Board need to ensure that career progression opportunities are available for colleagues to improve retention rates.</p> <p>The Director of Nursing and Midwifery observed that the size of the Health Board was a challenge in respect of retention given it was perceived as a stepping stone to roles in larger organisations. This can result in high levels of turnover and inability to recruit due to uncompetitive salaries.</p> <p>The Director of Therapies and Health Sciences drew attention to the alternative view which was that there was greater opportunity for autonomy in a small organisation but agreed that senior posts were graded at a lower level locally.</p> <p>The Director of Workforce and OD advised that the Local Partnership Forum had a development session in January which might be an opportunity to consider a gap analysis. Action: Director of Workforce and OD</p> <p>The Committee RECEIVED the update on Workforce Futures: Staff Health and Wellbeing.</p>
ITEMS FOR DISCUSSION	
W&C/23/27	There were no items for inclusion in this section.
ESCALATED ITEMS	
W&C/23/28	There were no escalated items.
ITEMS FOR INFORMATION	
W&C/23/29	There were no items for information.
OTHER MATTERS	
W&C/23/30	COMMITTEE WORK PROGRAMME
	The Work Programme was received for information.

W&C/23/31	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND/OR OTHER COMMITTEES</p> <p>There were no matters to be brought to the attention of Board or other Committees.</p>
W&C/23/32	<p>ANY OTHER URGENT BUSINESS</p> <p>No interests</p>
W&C/23/33	<p>DATE OF THE NEXT MEETING: 05 March 2024</p>
W&C/23/34	<p>CONFIDENTIAL ITEM</p> <p>The following motion was passed: <i>Representatives of the press and other members of the public shall be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest</i></p>
<p>PRESENT:</p> <p>Ian Phillips (Chair) Cathie Poynton (Independent Member) Jennifer Owen Adams (Independent Member) Chris Walsh (Independent Member)</p> <p>IN ATTENDANCE:</p> <p>Debra Wood Lawson (Director of Workforce and OD) Helen Bushell (Director of Corporate Governance) Liz Patterson (Interim Head of Corporate Governance)</p> <p>APOLOGIES FOR ABSENCE:</p> <p>Kate Wright (Medical Director) Stephen Powell (Director of Planning, Performance and Commissioning)</p>	
W&C IC/23/35	<p>MINUTES FROM THE PREVIOUS IN-COMMITTEE MEETING, HELD 11 JULY 2023</p> <p>The Committee APPROVED the minutes of the In-Committee meeting 11 JULY 2023.</p>