

PWYLLGOR IECHYD A DIOGELWCH HEALTH & SAFETY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	10 January 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Health & Safety Committee (HSC) Self-Assessment 2020/21 - Action Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mrs Judith Hardisty, HSC Chair Mrs Mandy Rayani, Director of Nursing, Quality & Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Mrs Joanne Wilson, Board Secretary Ms Karen Richardson, Corporate & Partnership Governance Officer

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present to the Health & Safety Committee (HSC) progress on the HSC Self-Assessment 2020/21 Action Plan, and to consider whether this meets the expectations of the Committee.

Cefndir / Background

For 2020/21, a new approach to self-assessment has been introduced to elicit a broader range of response, which can shape and influence the agenda of the Committee going forward.

Members and In Attendance Members of HSC were requested to complete a questionnaire to consider the Committee's effectiveness during 2020/21. Seven responses were received in total.

In addition to specific domain questions, comments were invited on any improvements for consideration to assist the Committee in drawing up its own plan for improvement. The recognition of what has worked well is a helpful platform to move forward with, and the greater focus on organisational risks to inform the agenda and work of the Committee will enable a further move towards providing a strategic outlook.

Asesiad / Assessment

Each question started with a statement, which set out 'what good looks like'. In response, Members described at least one example from 2020/21 in which the Committee had been effective in this domain and shared at least one idea for improving the Committee's effectiveness in this domain over the coming year.

The responses included a number of useful suggestions regarding ways in which the governance and operation of HSC might be improved. Following presentation of the responses

and suggested improvements to the HSC meeting on 6th July 2021, it was agreed that an update on the progress of actions be presented to a future meeting of the Committee.

Question 1

The Committee seeks assurances in regard to:

- The Health Board’s arrangements for ensuring the health, safety, welfare and security of all employees and of those who may be affected by work-related activities, such as patients, members of the public, volunteers, contractors, etc.
- The effectiveness of arrangements to ensure organisation-wide compliance with the Health Board’s Health and Safety Policy, monitoring delivery against the Health and Safety Committee’s work programme and ensuring compliance with the relevant Standards for Health Services in Wales, advising the Board where appropriate regarding how its health and safety management may be strengthened and developed further.
- Processes for the review of accidents, incidents and notifiable disease statistics in order to keep an organisational focus on trends, to ensure that corrective action and prioritisation of high risk issues are brought to the attention of the appropriate groups, and to share learning across the organisation.
- Processes for the review of Health and Safety compliance across the whole of the Health Board’s business undertakings, including a programme of Health and Safety audits and review of findings of safety management system audits, seeking assurance that corrective actions are put in place and ensuring that reports and factual information from external regulatory agencies are acted upon within achievable timescales.
- The effective management of risks relating to health, safety, security, fire and service/ business interruption/disruption across all the Health Board’s activities (including for hosted services and through partnerships and Joint Committees as appropriate), providing assurance that effective risk assessments are undertaken and addressed.
- The Committee constantly seeks to strengthen the ways in which it achieves this, challenging itself to avoid tokenism, welcoming contributions, engaging with criticism and accounting for and learning from failings.

Suggestions Made for Improvement	Health Board Response	Progress
It is important to continually raise the profile of Health and Safety in the workplace. Whilst there are newsletters and information regularly on what achievements there are or have been, it would be beneficial for one regarding the Health & Safety Executive (HSE), even if it is only twice a year, to be shared with all the staff. Included in that is the role of the HSE.	This is outside of the remit of the Committee, however this suggestion will be shared with the Health and Safety Team to take forward.	Profile is being raised as part of the Induction Training for Managers. Information relating to the role and enforcement powers of the HSE will be placed on the Health, Safety & Security (HS&S) web page.

Going forward, with the establishment of the Committee a request that further visits from the Mid Wales Fire and Rescue Service (MWFRS) are reported in a timely way and any actions required monitored to give the Board assurance and hopefully avoid any enforcement notices etc.	This is already included within the Committee's Terms of Reference (ToR) and forward work programme.	Complete – included within the Fire Safety Update Report which is a standing agenda item for HSC.
Agenda setting will be key to ensuring that the Committee remains focused on issues at the appropriate level and does not become too operational.	In agreement, although this also represents a meeting management issue, which the Chair will control during meetings if the discussion becomes too operational.	No response required.
Given the current status on delivery of enforcement measures together with other reports delivered on Fire Safety i.e. Risk assessments, training statistics etc., it could be considered a more tabular approach in the shape of a dashboard-type presentation would be more effective with a short SBAR introducing these statistics.	This approach could be discussed with the report writer. However, whichever format is presented, the information provided is required to enable the Committee to receive assurance on the work being progressed.	It should be recognised that this is an extensive programme with completion of a number of actions not expected until 2025. However, this will be an effective way of improving the report when further progress is made with the delivery programme.
When it is allowable, the re-establishment of Committee Chairs meeting together.	The Committee Chairs' meetings will be re-established from September 2021	Complete - Committee Chairs' meetings commenced September 2021.

Question 2

The Committee works **strategically**. This means it aligns its work with the Health Board's overarching strategic priorities and delivery plans. It commissions work in support of those priorities, providing the Board with the assurance necessary to have confidence in its ability to deliver.

Suggestions Made for Improvement	Health Board Response	Progress
Give strong support developing the Health and Safety team under the guidance of the Head of Health, Safety & Security and the Director of Nursing, Quality & Patient Experience	The Health Board will continue to provide support where required, in order to ensure the good progress made during the past year continues. This is outside of the remit of the Committee.	No response required.
The Committee needs to ensure that any issues highlighted by	The Committee will review all issues raised	Complete – included within the Health and

the HSE are progressed to ensure an ongoing process of improvement going forward.	as part of its routine business in order to provide assurance to the Board.	Safety Executive Enforcement Action Update, which is a standing agenda item for HSC.
Ongoing monitoring of reports, and identifying trends	This is already included with the Committee's ToR and forward work programme.	Complete – included within the overarching H&S Update, which is a standing agenda item for HSC.
Having a clear work plan for the coming year and indeed moving towards a 3-year plan will also be helpful, recognising there will always be a need to respond to issues as they emerge. Having clear metrics and trajectories will enable the strategic work plan to be developed.	In agreement, however Committee work programmes need to be agile in order to respond to emerging issues.	The Committee's work plan is reviewed as part of the agenda setting process. A H&S dashboard has been developed, however the metrics will continue to be developed throughout the coming year.
Whilst the Committee is effective strategically, there appears to be a lack of assurance being presented directly from an operational directorate perspective. The assurance reports presented generally are produced by the Corporate Health and Safety Team or specific Fire Safety compliance. And although the reports will reflect what is happening operationally there is still a perception that Health and Safety and Fire safety is managed by the Corporate Teams.	Health and Safety will be a core agenda item on the county-based quality and safety committee meetings and therefore the link with the operational services will be strengthened. Operational governance and assurance arrangements will be reviewed in year.	H&S is a standing agenda item on the core agenda issued to all quality governance meetings within each directorate. Escalation of matters happen via the Operational Quality & Safety Experience Sub Committee (OQSESC) and where necessary to HSC. The county-based approach previously proposed by Audit Wales has been paused due to the pandemic and the recent review of OQSESC ToR and chairing arrangements. This will be further reviewed in Q2 2022/23.

Question 3

The Committee works **systemically**. This means it works effectively with the Board, other Board Committees, Committee sub-groups and other relevant parts of the organisation's governance and assurance system, in order to ensure that connections and themes which have an impact upon the organisation's health, safety and security objectives are identified. It guards against 'silo' working and gives balanced and meaningful 'air time' to the full range of the Health Board's health and safety portfolio.

Suggestions Made for Improvement	Health Board Response	Progress
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Provide a summary of the trade union health and safety meeting to Mandy Rayani after it's held.	This is outside of the remit of the Committee's ToR. However, this will form part of the formal reporting process of the Health & Safety Team. Further to this, Trade Union representatives are including within the core membership of the HSC.	No response required.
Whilst at present there is a reduction in COVID-19 infections, it is important that the Health Board is conscious of staff health and wellbeing. Whilst a number of areas have had opportunities for gardens etc., it is acknowledged that this is not possible on other sites. Therefore, the need to ensure equity is visible when sharing the information.	Recognising this is outside the remit of the Committee, the HDdUHB Chair has established the Rest & Recovery Advisory Group in order to identify support for staff recovery.	No response required; however, the Well-being Champion's Network has now been established in order to further support staff.
As the Fire Audit is rolled out, or as a result of further fire inspections, similar working across Committees will be necessary.	This will be an item for consideration at the Committee Chairs' meeting which will be established in the near future.	Complete – the inaugural Committee Chairs meeting took place in September 2021.
Maintaining the tracker between committees which captures what has been passed to another committee/ sub-committee to scrutinise will be helpful.	The Governance Team maintain a Board Level Committee Tracker, which could be shared at the Committee Chairs' meetings to ensure actions are being progressed.	Complete – update provided ahead of each Committee Chairs meeting.
It would be helpful to see a report produced for the Director of Operations to demonstrate what actions have been implemented following items raised at the previous HSAC. This would demonstrate that actions have been followed up at an operational level.	Representatives of the Fire Safety Team attend operational meetings to progress actions from HSC. This will be further discussed with the Chair/Lead Executive for the Committee and the Director of Operations.	It is anticipated that this information will be reflected in any update report to HSC or the table of actions. The value of a separate report from the Director of Operations will be considered.
More liaison and discussion with the Chairs of other committees to highlight or identify areas of concern/ triangulation – i.e. staff safety issues.	This will be an item for consideration at the Committee Chairs' meeting which will be established in September 2021.	Complete – the inaugural Committee Chairs meeting took place in September 2021.

Question 4

The Committee works **intelligently**. This means it draws on a diverse range of reliable data (both quantitative and qualitative) to triangulate information and reveal themes or patterns in regard to health and safety compliance. It uses a range of key indicators to monitor the performance of plans and initiatives to ensure that robust and effective safety management systems are in place to deliver the Health Board's health, safety and security objectives and to fulfil its statutory duties. This relies upon the provision of accurate data, and upon accurate interpretation of the data provided.

Suggestions Made for Improvement	Health Board Response	Progress
With the information being collected from the new form of Datix, could an outcome report be presented to HSAC outlining the issues identified, in order to establish whether there are trends across the Health Board.	The H&S Update report could include trends where identified.	Complete – included within the overarching H&S Update, which is a standing agenda item for HSC.
Need to ensure that ALL staff have protected time to undertake learning.	This is outside of the scope of the Committee's ToR. This is an operational matter and should be monitored by line managers.	No response required.
Now there is a baseline, receiving updates on training, highlighting areas of concern.	The H&S Update Report will include this data at regular intervals during the year. This will be reviewed by the Lead Executive.	Complete – included within the overarching H&S Update, which is a standing agenda item for HSC.
As above (i.e. The introduction of a H&S update report and the development of the H&S measures). Having the analysis provided through the H&S update report will enable richer discussion at Committee (identifying trends, hotspots and celebrating improvement).	As above, the H&S Update Report could include this data at regular intervals during the year. This will be reviewed by the Lead Executive.	Complete – included within the overarching H&S Update, which is a standing agenda item for HSC.
Please refer to Q1. Pt 2 (Given the current status on delivery of enforcement measures together with other reports delivered on Fire Safety i.e. Risk assessments, training statistics etc., it could be considered a more tabular approach in the shape of a dashboard type presentation would be more effective with a short SBAR introducing these statistics.)	This approach could be discussed with the report writer. However, whichever format is presented, the information provided needs to enable the Committee to receive assurance on the work being progressed. This will be reviewed by the Lead Executive.	It should be recognised that this is an extensive programme with completion of a number of actions not expected until 2025. However, this will be an effective way of improving the report when further progress is made with the delivery programme.
A need to present regular reports on incident statistical with the aid	As above, the H&S Update Report could	Complete – included within the overarching

of the Health and Safety dashboard. Providing assurance that incidents are being investigated and lessons learned.	include this data at regular intervals during the year.	H&S Update, which is a standing agenda item for HSC.
Whilst these meetings have been held virtually during the pandemic, would it be possible for the meetings to be held at sites throughout HDdUHB, including community settings and highlight H&S issues/ themes relevant to that site on a rolling basis and also provide IMs with the opportunity to walk around and meet staff to discuss the issues 'in real time'.	This links to the site visits work that is being undertaken and will be reported back to a future Board Seminar meeting. The schedule could link to an H&S issue or aligned to the patient safety walkabouts that are reported through the Quality, Safety & Experience Committee (QSEC).	A programme of site visits commenced in October 2021.
	The potential to rotate meetings with the option for officers to still join meetings virtually. The rotating of meetings will be limited by environment and availability of rooms.	The option to rotate meetings will be considered in future, however currently this is not a viable option.

Question 5

The Committee facilitates **learning**. This means it works openly and honestly, encouraging contributions from attendees which represent a fair and reasonable reflection of the realities faced across all services. The Chair sets the leadership tone and is supported by other Independent Members and Executive Members in facilitating and protecting this learning space. The style is based upon robust support/ robust challenge.

Suggestions Made for Improvement	Health Board Response	Progress
Promote more online learning utilising ESR and teams at this time.	This is outside of the remit of the HSC, however the Electronic Staff Record (ESR) Team already provide an expansive on-line learning programme for staff aligned to their role within the Health Board and their area of work.	No response required.
To keep encouraging everyone to contribute.	This is outside of the remit of the HSC, however online ESR learning and the quarterly Health & Safety leaflet shared with staff will take this forward.	Profile is being raised as part of the Induction Training for Managers and encouraging ownership of personal H&S responsibilities.

<p>Moving to having deep dive into sites/ clinical areas on H&S matters.</p>	<p>This has already been agreed, areas have been identified and will be included within the HSC work programme.</p>	<p>No response required.</p>
<p>Continue to facilitate honest discussion and acknowledge the risks being managed, escalating to Board when assurance cannot be provided or out-with the organisations ability to deliver- that way the service will continue to be open and honest but also engage in the improvement work required.</p>	<p>The Health Board has committed to being open and honest with the public it serves, by continuing to live stream Board meetings during the pandemic. In addition, all papers and minutes of Board level Committees, are available to view on the Health Board's website.</p>	<p>No response required.</p>
<p>No real need to improve – perhaps at the start of the meeting for the Chair to reiterate the need for members to be open and honest when reporting and sharing concerns.</p>	<p>Linked to above response. The Health Board has committed to being open and honest with the public it serves, by continuing to live stream Board meetings during the pandemic. In addition, all papers and minutes of Board level Committees, are available to view on the Health Board's website. A reminder will also be issued regarding the role of an assurance committee.</p>	<p>Complete.</p>
<p>As point 4 - visiting different sites could improve greater understanding and learning about the environmental demands and situations which can impact progress with certain issues and promote active debate situationally.</p>	<p>This links to the site visits work that is being undertaken and will be reported back to a future Board Seminar meeting. The schedule could link to a H&S issue or aligned to the patient safety walkabouts that are reported through QSEC.</p>	<p>A programme of site visits commenced in October 2021. However, the Health Board is still responding to a global pandemic and when it is safe to do so, the independent Members site visits will recommence as will patient safety walkabouts</p>
	<p>The potential to rotate meetings with the option for officers to still join meetings virtually. The rotating of meetings will be limited by environment and availability of rooms.</p>	<p>The option to rotate meetings will be considered in future, however currently this is not a viable option.</p>

Question 6

The Committee champions **continuous improvement**. This means it adopts a mindset and methodologies which enable it to lead and oversee a clear journey of improvement in respect of the Health Board's health, safety and security objectives, and the fulfilment of its statutory duties.

Suggestions Made for Improvement	Health Board Response	Progress
Promote greater understanding of Health and Safety at manager and service delivery manager level, ensuring that people are aware that Health and Safety is a legal requirement.	This is outside the remit of the HSC, however ESR online learning and the quarterly Health & Safety leaflet shared with staff will take this forward.	No response required.
To encourage staff to fill out DATIX appropriately should situations arise. Ensure regular training for all staff on DATIX regularly as new staff arrive in the HB.	This is outside of the scope of the Committee's ToR. This is an operational matter and should be monitored by line managers.	No response required.
As the Committee has only been established for just over a year and it has operated during COVID-19, going forward, having other members of the team attending for a specific items, e.g. Violence and Aggression would be welcome.	Where necessary report writers will be invited to present at HSC.	No response required.
Manage expectation with clear achievable timelines for delivery being agreed through executive leads.	In agreement, however this is outside of the scope of the Committee's ToR.	No response required.
Promote the work of the Committee via a global '7 minute briefing' or similar format, sharing some of the topics tackled by the Committee over a 12-month period.	Whilst this is outside of the remit of the Committee's ToR, the Health & Safety and Fire Service teams could take this forward.	During 2022, the Health & Safety and Fire Service teams will prepare a combined 7-minute briefing associated with the work of HSC.
The IM walk around.	This links to the site visits work that is being undertaken and will be reported back to a future Board Seminar meeting. The schedule could link to a H&S issue or aligned to the patient safety walkabouts that are reported through QSEC.	A programme of site visits commenced in October 2021.

Question 7

The Committee works **proactively**. This means it is organised in its work plan, sensitive to the dynamic environment in which the Health Board operates, and searching in its enquiries. It is curious, and willing to pursue demanding issues in the interests of achieving Health and Safety compliance and in promoting the sustainable use of resources to achieve better outcomes. It uses the organisation's risk management processes effectively to scrutinise risks and ensure that long-standing risks and issues do not become normalised or tolerated beyond the Board's risk appetite.

Suggestions Made for Improvement	Health Board Response	Progress
<p>Each Health and Safety team member who has a responsibility for a dedicated area could do a biannual update report presented to the Health and Safety Committee for reassurance. I know this is just a newly developing team and they haven't been able to do site inspections as such, but hopefully we could get some progress reports on that.</p>	<p>To discuss further with the Chair and Lead Executive Director to review if this should be incorporated into the work programme.</p>	<p>This approach has been agreed with the HSC Executive Lead and the Head of Health, Safety & Security and discussed at agenda setting meetings. It has been agreed that a specific Regulation or Corporate Risk will be included on the agenda of HSC meetings going forward and that the relevant team member will attend to respond to this particular element.</p>
<p>That any new plans for offices and new builds takes into account the need for single rooms for patients, office spaces needs to be appropriate. Reduce hot-desking as this means total removal of previous person's work items. Encourage home working where possible and feasible.</p>	<p>Whilst this is outside of the remit of the Committee's ToR, the programme business case for the new hospital has noted the increase in home working and has included these changes in the plans, for consideration.</p>	<p>No response required.</p>
<p>There is sometimes a temptation for some individuals to want to engage in operational detail at Committee however this is managed well by the Chair. Having the work plan also ensures that members feel comfortable that matters will be brought back/ dealt with. Moving to a 3- year strategic work plan will help, but such a plan will need to be iterative and be regularly reviewed.</p>	<p>In agreement, Committee work programmes need to be agile in order to respond to emerging issues.</p>	<p>No response required.</p>
<p>Use of PowerPoint slides as a standard way to present the risk register item.</p>	<p>In order to ensure consistency, risk reports need to be presented in the agreed Health Board format. However, when a</p>	<p>No response required.</p>

	deep dive in a specific area has been requested, Power Point slides could be used to present the data.	
Continue to address non-compliance of risk management.	In agreement, the H&S Update Report could include this data at regular intervals during the year.	Complete – included within the overarching H&S Update, which is a standing agenda item for HSC.

Question 8

Are there any domains of effective assurance which you think are not covered above? What are they?

Suggestions Made for Improvement	Health Board Response	Progress
Develop more online learning packages and team training - this could extend after the COVID-19 release as it may allow more people to attend. If this is not effective in the future then we can go back to classroom learning.	This is outside of the remit of the Committee's ToR. The ESR team already provide an expansive on-line learning programme for staff aligned to their role within the Health Board and their area of work.	No response required.
All domains covered	No response required.	No response required.
(Re. the level of incidents reported and what is being done to prevent reoccurrence) Perhaps inclusion within the Director of Operations report.	Any concerns identified could be included within the Fire Safety Update Report.	Complete – included within the Fire Safety Update Report which is a standing agenda item for HSC.

Question 9

Extraordinary question for 2020/21 relating to COVID-19

The Committee has sought to play a proactive role in the COVID-19 response, specifically in terms of assurance around health and safety risks and other implications arising from the pandemic. It has made a range of adjustments to reflect the rapidly changing circumstances that the Health Board has faced. What learning points should we take with us post-COVID?

Suggestions Made for Improvement	Health Board Response	Progress
Not overfill spaces for people to work in - have more hot desk and homeworking.	This is outside of the scope of the Committee's ToR. This is an operational matter and should be monitored by line managers.	No response required.
That staff are adaptable and resourceful, but they need to be thanked more frequently.	At Board meetings throughout the pandemic, the HDdUHB Chair has	No response required.

	expressed thanks to all staff for their commitment and dedication. This is outside of the scope of the Committee's ToR.	
The opportunity Teams has provided for engagement and valuing people's time, but don't continue to hold all meetings in the virtual space- don't underestimate the impact of people being in the room.	As social distancing regulations decrease, it will be possible for more Members to attend meetings in person. However, the option to join meetings virtually will be maintained.	The management of meetings will continue to be monitored to ensure individuals have the option to attend both in person and virtually.
Empowerment to just get on and do the job.	In agreement, however this is an operational matter and outside of the scope of the Committee's ToR.	No response required.
Teamwork and collaboration with departments working across the Board, including both Primary and Secondary care.	In agreement.	No response required.
Advantages of working safely at home – need to potentially invest financially in this agenda topic.	This is outside of the scope of the Committee's ToR. This is an operational matter and should be monitored by line managers.	No response required.
How staff have maintained but challenged traditional ways of working and how a mix of virtual and in-person meetings would make the committee more effective.	In agreement, the option to join meetings virtually will be maintained.	The management of meetings will continue to be monitored to ensure individuals have the option to attend both in person and virtually, given that we are still responding to a global pandemic.

Argymhelliad / Recommendation

The Health & Safety Committee is requested to receive assurance that any actions from the HSC Self-Assessment 2020/21 are being progressed within the agreed timescales.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self assessment and evaluation of the Committee's performance and operation, including that of any sub-committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:	Not Applicable

Datix Risk Register Reference and Score:	
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	HSC Self-Assessment Questionnaire 2020/21 HSC Terms of Reference
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Iechyd a Diogelwch: Parties / Committees consulted prior to Health and Safety Committee:	Board Secretary HSAC 6 th July 2021

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable