

**DRAFT MINUTES OF THE PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE  
COMMITTEE MEETING/  
COFNODION CYMERADWY CYFARFOD Y PWYLLGOR POBL, DATBLYGU SEFYDLIADOL  
A DIWYLLIANT**

Date of Meeting: **13:00, Tuesday 29 October 2024**

Venue: **Virtual/ MS Teams**

Present: Mrs Chantal Patel, PODCC Chair/ Independent Member  
Ms Anna Lewis, PODCC Vice-Chair/ Independent Member  
Ms Ann Murphy, Independent Member  
Mrs Delyth Raynsford, Independent Member  
Mr Rhodri Evans, Independent Member

In Attendance: Mrs Lisa Gostling, Director of Workforce and Organisational Development/  
Interim Deputy CEO (PODCC Executive Lead)  
Mrs Joanne Wilson, Director of Corporate Governance/Board Secretary  
Mrs Sharon Daniel, Interim Director of Nursing, Quality and Patient Experience  
Mrs Amanda Glanville, Assistant Director of People Development  
Ms Carly Hill, Assistant Director - Medical Directorate  
Mrs Anna Bird, Assistant Director – Strategic Partnerships, Diversity and  
Inclusion  
Ms Heather Hinkin, Head of Workforce  
Ms Helen Humphreys, Head of Nursing for Professional Standards and  
Regulation (Part)  
Mr Anthony Dean, Trade Union Representative  
Ms Bethan Lewis, Interim Deputy Director of Public Health

**Minutes Item  
Ref.**

**Action**

**GOVERNANCE**

PODCC **Apologies for Absence**  
(24)96

Ms Alwena Hughes-Moakes, Communications and Engagement Director  
Dr Leighton Phillips, Director Research, Innovation and Value  
Ms Christine Davies, Assistant Director of Organisation Development  
Professor John Gammon, Strategic Adviser, (Workforce, Education &  
Training)  
Mr James Severs, Executive Director of Allied Health Professions and  
Health Science due to a pre-existing commitment as the Committee date  
was changed.

PODCC **Declarations of Interest**  
(24)97

Ms Ann Murphy declared an interest in the Trade Union update report.

**PODCC Minutes and Matters Arising from the meeting held on 20 August 2024**  
(24)98

The minutes from the meeting held on 20 August 2024 were approved as an accurate record and there were no matters arising.

**PODCC Operational Risks Assigned to PODCC**  
(24)99

There were no operational risks assigned to the Committee reported.

**PODCC Welsh Health Circulars (WHCs)**  
(24)100

There were no Welsh Health Circular (WHC) items to report.

**PODCC Targeted Intervention Progress Report**  
(24)101

Mrs Lisa Gostling presented the Targeted Intervention (TI) Progress Report and offered assurance that monitoring of the progress of strategic initiatives and programmes linked to TI under the responsibility of PODCC have been scheduled on the agenda and via the Committee's annual forward work programme. Thanking Mr Ayres for preparing the update report, Mrs Chantal Patel commented that it provides a helpful overview of progress of the criteria assigned to PODCC.

Ms Ann Murphy queried the next steps and timescales for substantive recruitment into the interim Executive Director roles now that the Chief Executive Officer (CEO) has been confirmed. In response, Mrs Lisa Gostling advised that a discussion will take place with the Chief Executive Officer to develop a recruitment plan when he returns from annual leave which will include the Deputy CEO position. Mrs Joanne Wilson confirmed that the formal recruitment process will be presented for approval via the Remuneration and Terms of Services Committee and Board Members will be updated accordingly.

Mrs Lisa Gostling shared a gentle reminder for staff to complete the current Staff Survey if they have not already done so.

Decision: The Committee took **ASSURANCE** that actions are in place to give Welsh Government confidence that progress is being made against the de-escalation criteria assigned to the Committee.

## **PEOPLE**

**PODCC Staff Story: Simulation Training**  
(24)102

Mrs Susie Henwood and Mr Luke Kelly joined the meeting and shared positive staff feedback for the simulation training. Mrs Henwood explained that the training provides an opportunity for staff to practice medical

response and communication skills in an immersive environment which junior and new staff may not previously have had exposure to.

Providing an overview of a training session undertaken with a small cohort of staff during a quiet period on an Intensive Care Unit (ICU) ward, Mrs Henwood explained that an emergency tracheostomy was undertaken using a mannequin and this was felt to be helpful by the staff to identify challenges that would be faced during an emergency and provided valuable learning opportunities. A team debrief took place following the initial training session and staff members discussed that having an opportunity to practically respond in an immersive and stressful situation had caused staff to forget some information they had learnt, and the second exercise showed improvements. Mr Richard Kelly added that during his experience of carrying out the training over the past 2- 3 years, it has been valuable in supporting staff practice skills and form their own collaborative processes.

Mrs Patel commented that it is great to hear the feedback for the simulation training which is felt to be a positive step forward to support staff acquire essential practical skills. Mrs Patel queried whether the training is available across the organisation or just for ICU staff. Mr Kelly advised that the training is available Health Board wide within the People Development Directorate and there is equitable access for clinical and non-clinical staff if appropriate however there are resource challenges.

Thanking Mrs Henwood and Mr Kelly for the helpful update, Mrs Gostling reiterated the benefits of hands-on training opportunities. Mrs Gostling provided gratitude for the external investment received for the equipment via Swansea University and the Charitable Funds Committee and echoed that it would be great to see the Health Board upscaling this training as there are limitless opportunities in this space, for example providing an insight to different career opportunities available for prospective medical students.

Ms Amanda Glanville highlighted that although there are pockets of simulation training practice being undertaken across the Organisation, it is not embedded in all services yet, and the intention is to upscale it as far as possible. Considering the current resource challenges, the team are currently working to maximise resource they have.

Ms Anna Lewis shared her excitement on the benefits of simulation training, and shared evidence-based research in how it can improve psychological safety for staff in responding to catastrophic events. Ms Lewis would like to see this work upscaled as quickly as possible. Mrs Patel agreed and added that it will be great to witness this training during the Independent Member walkabouts.

Decision: The Committee noted the staff story.

## PODCC **Trade Union Update** (24)104

Mr Anthony Dean provided an update on progress to implement the non-pay elements of the collective agreement for 2022-2024 for Agenda for Change (AfC), as required by Welsh Health Circular WHC 017 and the workstreams developed to take forward the action plan. Members noted that most of the

actions to implement the non-pay elements of the collective agreement are complete apart from two actions which are in progress which are:

1. Pension Flexibilities – the Health Board is awaiting the final publication of the all-Wales policy to progress.
2. Nursing for the Future Workforce Plan – this plan has not yet been published by Health Education Improvement Wales.

In terms of the data pertaining to agency spend during 2024, Mrs Patel was under the impression that there had been a reduction in expenditure however the data suggests an increase. Mrs Gostling clarified that there has been a sustained decrease through to August 2024 for nursing agency usage and as part of the next steps the focus will be on decreasing medical agency usage. Mrs Patel asked for clarity on why the agency usage for Allied Health Professions and Health Scientists has increased significantly between June and August 2024 from 48k to 85k. Mrs Gostling advised that this is due to additional support provided for the waiting list initiatives, and this will cease when the substantive appointments are made. In terms of the Health Care Support Worker (HCSW) agency usage, Mrs Lisa Gostling clarified that agency for these staff are only being used in the Mental Health and Learning Disabilities service at present and the plan is to eradicate usage completely as part of the Workforce Planning work underway.

Mrs Gostling highlighted the significant amount of sickness and wellbeing activities underway as detailed within the report in response to a query from Mrs Patel on steps to support staff and managers. The work underway as part of the Sickness and Wellbeing Task and Finish Group includes analysing trends in different types of roles. Workforce Directorate support is being reviewed to ensure resources are directed where the most impact can be made. Mrs Gostling updated Members that the Operational Workforce team have an action plan underway to support absence management and provide bite size training to managers and there is also health and wellbeing support activities which are running in parallel.

Decision: The Committee noted the update report.

**PODCC Workforce Efficiency Update**  
(24)105

*Ms Helen Humphreys joined the meeting.*

In response to a request from the Committee on 15 April 2024, Mrs Sharon Daniel presented a report on the impact that the reduction of agency and bank nurses is having on clinical outcomes for patients. Providing context, Ms Helen Humphreys highlighted that the data set outlined in the report relates primarily to 2023/24 and whilst the use of registered nurse agency was decreasing during this period, there was still agency workers being utilised and the full impact of the reduction in agency usage won't be fully understood until after the 'no planned agency' decision comes into effect on the 1 November 2024 (1 March 2025 in Bronglais Hospital (BGH)). Further analysis would also be required to understand any correlation between the reduction of agency workers and changes in clinical outcomes.

Ms Humphreys commented that the comparison data suggests an overall reduction in reported incidents on adult inpatient wards however it was recognised that the data is only available for five months so far and the pressures linked to the winter period may change the position. Mrs Sharon Daniel expanded that the Health Board will continue to monitor this and suggested a further update to the Quality, Safety and Experience Committee in August 2025 where the impact will be clearer.

Mrs Patel raised concern regarding the pressure damage figures and asked for an understanding of processes in place. Ms Helen Humphreys explained that the incidents reported relate to pressure damage that has worsened during inpatient care. Ms Humphreys advised that each inpatient team has its own scrutiny process which will undertake a review of avoidable and unavoidable pressure damage and where it has been identified that there have been avoidable incidents, a piece of work is undertaken by the service with support from the Patient Safety Team to look at themes and develop an action plan, this can be carried out on one ward or across a whole site. Training is also provided for inpatient teams from the Tissue Viability service.

Reflecting on the outcome of an NHS Staff Survey the previous year, Mrs Raynsford highlighted that up to 56% of staff reported to be working unpaid hours and this was prior to the recent reduction in temporary staffing. Mrs Raynsford sought assurance that ceasing agency staffing will not have an impact on staff working unpaid hours to cover shortfalls.

In response, Mrs Daniel shared that reflection will take place following the results of the staff survey and the information received will be reviewed. Mrs Daniel feels hopeful that the stabilisation of workforce will provide more confidence in the rosters and put less pressure on staff however this will continue to be monitored. Providing further context, Mrs Gostling stated that there were 500 nurse vacancies across the system the previous year, there are now 100 therefore a big gap has closed which should reduce pressure on nursing staff. Ms Helen Humphreys also added that substantive staff have been employed to replace the agency/ temporary staff reductions.

Ms Anna Lewis commented on the significant progress made in ward establishments and this report is helpful to begin to provide the impact of changes on quality, safety, and experience. Ms Lewis recalled a recent report on the Nurse Staffing Levels which was presented to the Quality, Safety and Experience Committee on 8 October 2024 and subsequent discussions highlighted patterns in understaffing and quality data issues with the Allocate System recording process. In light of this, Ms Lewis did not feel comfortable with the next update being scheduled for August 2025 and requested an interim position report to be presented to QSEC in February 2025.

Decision: The Committee RECEIVED ASSURANCE from the report and an update report which examines the triangulation between incidents and reduction of agency and bank staff has been forward planned for the Quality, Safety and Experience Committee in February 2025.

SD/HH

## **CULTURE**

PODCC **Anti-racist Wales Action Plan – update on local implementation**  
(24)106

Ms Anna Bird presented the key highlights from the Anti Racist Wales Group and the the progress of the Anti-Racist Wales national and local plans which have now been Red, Amber, Green (RAG) rated.

Cllr Rhodri Evans queried the timelines on an action to develop an aspiring board members programme, which is scheduled for May 2025 and asked why this is expected to take so long. In response, Ms Bird explained that this work is being undertaken by Welsh Government and a presentation relating to the programme is being discussed at a Chair's Peer Group session with Welsh Government later in the week. It is likely that the programme will launch in Spring 2025 and Members are encouraged to express an interest for this programme when the opportunity arises.

Ms Bird also highlighted that there is an anti-racist training module on Electronic Staffing Record (ESR), which takes approximately 30 minutes and is relevant and up to date and encouraged all staff to complete this.

Mrs Patel recalled discussions at the previous Board meeting whereby the Chair highlighted the diversity of the Health Board's workforce and queried whether this information is being captured. In response, Ms Bird assured the Committee that Mrs Gostling has asked the team to undertake deep dives for intersectional analysis and Members noted that a Board Seminar is scheduled for 12 December to discuss the Strategic Equality Plan.

Decision: The Committee **NOTED** the progress of the Anti-Racist Wales action plan.

## **PLANNING**

PODCC **Planning Objectives General Update Report**  
(24)107

Mrs Lisa Gostling presented the Planning Objectives General Update Report with one noted behind schedule which relates to the development of the Workforce Plan. Mrs Gostling provided assurance that work has continued to refine and align the Workforce Plan. A draft is in place and ongoing revisions are being made in light of TI escalation discussions and the Workforce Plan will be presented as part of the Intermediate Mediate Term Plan (IMPT) process for 2025/26. Cllr Rhodri Evans sought assurance that the revised timelines for progressing the PO are felt to be achievable. Mrs Gostling assured Cllr Evans that work is in progress and the Workforce Plan to PODCC in December 2024 to align with the Annual Plan for 2025. **LG**

Decision: The Committee **RECEIVED ASSURANCE** on the current position in regard to the progress of the Planning Objective (PO1 Workforce Stabilisation) aligned to the People, Organisational Development, and Culture Committee

## PERFORMANCE

### PODCC (24)108 **Performance Assurance and Workforce Metrics - Integrated Performance Assurance Report (IPAR)**

Ms Michelle James presented the key highlights from the IPAR report including:

- An overall downward trend in total expenditure for agency usage
- There has been a reduction in staff sickness during August and September 2024 following a spike in July 2024, with September showing the lowest sickness rate since July 2023.

Mrs Raynsford queried whether the significant number of absences due to anxiety, stress and depression is a national trend highlighting the amount of work underway to support staff with health and wellbeing as outlined in the report relating to WHC 017. Ms Heather Hinkin advised that unfortunately this is a national issue being faced not only by the Health Sector. With the amount of support in place, improvements in preventative measures are being explored.

Ms Anna Lewis commented that it is positive to see the SPC charts within the report and asked whether this will be available for all the data going forward. Secondly, Ms Lewis highlighted that despite the work underway to improve Performance and Development Reviews (PADR) compliance rates, there doesn't seem to be significant improvement despite the work undertaken by the team and whether this is a prompt to make some strategic actions to try and improve performance. Thirdly, Ms Anna Lewis highlighted that while it is positive to note the increase in staff undertaking dementia training, queried whether the impact of this on improved patient and family experience is being captured.

In response to Ms Lewis's queries, Ms James confirmed that the plan is to upscale the use of SPC charts as far as possible. In terms of PADR compliance rates, Ms James reflected that in light of the current pressures it could be viewed positively that the performance is being sustained however the team continue to explore ways to target areas for improvement and initiate new ideas. Ms Lewis reiterated that although the metrics provide evidence that there is a steady performance, it raises questions in terms of the impact of the work underway as there is no linear upward trajectory to evidence the impact of the work. Mrs Gostling noted Ms Lewis's observation, and clearer objectives according to each staff group including vacancies/ clinical outcomes may need to be explored to clarify the expectations. Mrs Gostling advised the Committee that Dr Eiry Edmunds, Hospital Director, is undertaking a piece of work on medical workforce performance management including mandatory training which Ms Carly Hill agreed to provide an update report at the meeting in December 2024. CH

Mrs Daniel provided assurance that PADR's are monitored as part of the annual nurse staffing levels establishment reviews with senior nursing including sickness rates and core training compliance. In terms of the dementia training, Mrs Daniel noted Ms Lewis's query regarding the impact

on quality patient experience and commented that consideration needs to be given to how this can be demonstrated via metrics.

Decision: The Committee NOTED the content of the report and RECEIVED ASSURANCE of performance in key areas of the Workforce and OD agenda

## **SUB-COMMITTEE UPDATE REPORTS**

### **PODCC (24)109 Research and Innovation Sub-Committee Update Report - Deferred**

The item is deferred to December 2024.

### **PODCC (24)110 Strategic People Planning and Education Group (SPPEG) Update**

Ms Amanda Glanville provided an update from SPPEG and an overview of the work carried out towards the Planning Objective: Delivery of a Workforce Education and Development Plan which demonstrates an increase in the number of IPE opportunities across medical, clinical and wider workforce. Aligning with the staff story, Ms Glanville also highlighted how simulation is being used to positively impact patient safety and experience.

Ms Glanville advised that part of the recommendation to the Committee is to approve a system and quality learning approach as a strategic focus to continue embedding IPE and fostering collaborative working practices. By moving towards this approach, Ms Glanville explained that this will enable the team to capture and share the outcomes and impact of the IPE on quality, safety and experience and consider how to use simulation to strengthen inter education and design and deliver the best training to address current challenges.

Mrs Chantal Patel queried whether the IPE programmes include students on placements or only staff. In response, Ms Glanville advised that work is underway with Swansea University and the virtual reality training opportunities are inclusive of students and staff.

Decision: The Committee:

- RECEIVED ASSURANCE from the progress made towards the IPE strategy, noting the impact made on quality of education, future workforce experiences, development of educators.
- NOTED the risks highlighted as part of the report.
- APPROVED the System and Quality Learning approach as a strategic focus to continue embedding IPE and fostering collaborative working practices.

## FOR APPROVAL

### PODCC **Outcome of Advisory Appointments Committee (AAC)** (24)111

The Committee was pleased to note the recent recruitment and approved the following appointments on behalf of the Board:

- Consultant in Community and General Adult Psychiatry;
- Consultant in Obstetrics & Gynaecology Special Interest in Oncology;
- Consultant in Ophthalmology with a Special interest;
- Deputy Director Public Health/Consultant in Public Health (Medicine).

Cllr Evans was pleased to note the appointment of a Consultant in Ophthalmology and asked how many more vacancies there are in this service which is often highlighted to Board as fragile. In response Mrs Gostling advised there are two further vacancies.

Mrs Raynsford sought assurance that the interviews are undertaken face to face and not virtually. Mrs Gostling confirmed that all interviews are undertaken face to face unless approved by the Interim Medical Director or herself as Executive Director of Workforce and Organisational Development and interim CEO. Members were glad to hear this and concerns were shared regarding advancements in artificial intelligence which could be used inappropriately during virtual interviews.

Decision: The Committee approved the appointments.

### PODCC **Workforce Policies for Approval** (24)112

Ms Heather Hinkin presented Workforce Policies for approval. The Retirement Policy was proposed to be removed from the local policy framework as it is no longer required due to the creation of All Wales Policy Number 1262 which was APPROVED the Committee.

The Committee APPROVED the following policies and procedures subject to formatting changes to the Equality Impact Assessments highlighted by Ms Anna Lewis:

- 153 Equality Impact Assessment Policy and Procedure
- 464 Industrial Injury Claim Procedure
- 1085 Leave and Pay for New and Existing Parents Policy
- 1262 All-Wales Pensions Flexibilities Policy
- 1270 NHS Wales Pregnancy Loss Support Policy

HH

### PODCC **FOR INFORMATION** (24)112

- PODCC Workplan 2024/25

PODCC **DATE OF NEXT MEETING: 9.30am-12.30pm, Monday 16 December**  
(24)113 **2024**

Tuesday, 18 February 2025