

<b>Enw'r Pwyllgor / Name of Committee</b>	People, Organisational Development & Culture Committee (PODCC)
<b>Cadeirydd y Pwyllgor/ Chair of Committee:</b>	Mrs Chantal Patel, Independent Member
<b>Cyfnod Adrodd/ Reporting Period:</b>	Meeting held on 15 <sup>th</sup> December 2022
<b>Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:</b>	
<p><b>Staff Story: Organisational Development</b> – the Committee received a staff story highlighting the experience of a Senior Nurse Manager when she joined the A&amp;E Department at Glangwili Hospital. The story covered the challenges experienced within the Department. The Senior Nurse Manager was supported by the Culture Team and she initially focussed on improving the culture and supporting the staff who were absent from work due to ill health in order to help them successfully return to work. Although working conditions have remained challenging staff morale has improved and vacancies have decreased. The changes to the culture have led to improvements for patients. To progress learning across the Health Board, the Culture Team is introducing the same process used at Glangwili Hospital across all A&amp;E services including Bronglais Hospital; the Senior Nurse Manager has agreed to be a mentor. The Committee noted the staff story and the progress made with the review of the processes and procedures related to employee relations, including the nurse culture.</p> <p><b>Cultural Progress Update</b> - the Committee received the Cultural Progress Report, to provide reassurance relating to the Health Board's cultural journey. Members noted that the past 18 months have been a foundation phase following discovery work related to staff. A number of measures have been put in place including exit interviews, internal transfer information, developing a Healthy Working Relationships Framework, recognising and appreciating staff. Work on well-being is continuing and HDdUHB's turnover rate in many categories of staff was among the lowest of all comparable Health Boards; it was suggested that it would be valuable to link recruitment to staff retention when advertising positions.</p> <p>Members noted that HDdUHB has the largest number of Bevan Exemplar Projects in Wales; with staff due to present their projects to the Senedd, these achievements should be widely celebrated. Phase two of the Well-being Research Report is complete and will be published in the new year. The team is working on a flexible working guide and a new leadership programme has been designed - both will be launched early in 2023. A succession planning framework is also being developed and is expected to be complete by spring 2023. These two pieces of work are intended to help grow the leaders of the future and for them in turn to grow the culture the Health Board wants to work toward.</p> <p>The Committee also received assurance on the progress regarding the cultural progression in 2022 and noted the future direction.</p> <p><b>Planning Objective 1B Hywel Dda Health Hub - Single Point of Contact</b> – the Committee noted the progress made in relation to Strategic Planning Objective 1B: <i>Building on the success of the command centre, develop a longer-term sustainable model.</i> Following a scoping exercise transition of services started in early 2022. The</p>	

Dental Support Service was the first to move; all Dental Support Service telephone calls were directed to the Communication Hub – this change had released clinical time. In excess of 25 other services moved to the Hub during 2022; more are scheduled to do so in 2023. Patient feedback has been positive, with 80% reporting the benefit of talking to a call handler, and reassurance following a prompt response. Staff have reported that they have more time to concentrate on patients without distraction and referrals can be dealt with more quickly. The change has allowed new services for patients to be established, for example the Long COVID Support Service. The Communications Hub generated improvement to services due to the streamlining of pathways and the consistency of advice provided. Findings from a Value Based Healthcare evaluation (up to September 2022), including cash released within individual services and staff well-being, has shown positive improvements.

**Annual Equality Report and Pay Gap Reports** - the Committee received assurance from the Strategic Equality Plan (SEP) Annual Report 2021-2022 and the Disability, Ethnicity and Gender Pay Gap Report 2022 on the work which has been undertaken to meet the (Public Sector Equality Duty) PSED and SEP Objectives. The report referred to work undertaken almost 12 months previously. Going forward, the Workforce Annual Equality Report will be incorporated into the SEP Report. Given that the current 4-year plan will end in 2024, planning for the 2024-2028 plan and new objectives will be undertaken in 2023, including a consultation with strategic partners. Workforce Equality and SEP objectives will be aligned to promote inclusion and diversity and Members noted that the next SEP Annual Report will include the Anti Racist Wales Action Plan.

**Anti Racist Wales Action Plan** - the Committee received the Update on Implementation of the Anti Racist Wales Action Plan, following Welsh Government's (WG) Vision is to be an anti racist nation by 2030. WG's Action Plan (which will run until 2024) includes actions for the Health Service. HDdUHB is working toward eliminating discrimination and improving the experiences of Black, Asian and Minority Ethnic (BAME) patients, staff and the local population. The work is being monitored as part of an overarching action plan, which the BAME Advisory Group will oversee. The Committee noted the progress towards implementation of the Anti-racist Wales Action Plan launched by Welsh Government and that updates will be provided at regular intervals.

**Performance Assurance & Workforce Metrics** – the Committee received the Performance Assurance & Workforce Metrics, noting that data indicated a reduction in the Staff Engagement score during the previous two months; trends relating to staff engagement were not apparent as it was the first year the survey had been used. The team is considering new accessible methods of capturing and reporting staff views. The survey will continue to be issued over the next few months. In response to queries at the previous PODCC meeting in October 2022, staff sickness absence data for the four main sites had been included. New Performance Dashboards were due to be launched in December 2022, which will include long and short term sickness data and will identify any actions for managers. The Committee noted the content of the report as assurance of performance in key areas of the Workforce and OD agenda.

**Welsh Language and Culture Discovery Report (Draft)** – the Committee received the Draft Welsh Language and Culture Report and were reminded that the Discovery process had been launched in August 2022. Members noted that two main themes emerged: (a) The Health Board needed to ensure that its staff can communicate appropriately with Welsh speaking service users (b) The Health Board needed to

proactively offer services in Welsh. The Discovery Report has established the Health Board's current position in relation to the Welsh language: the Welsh Language and Culture Plan will be presented to the Board for approval in March 2023.

**BAME Bullying and Harassment Task and Finish Group Update** - the Committee noted the significant progress, in particular the focus on the Exit Interview process and cultural awareness. with a number of the actions completed. The Committee noted the revised RAG rated action plan and endorsed the progress made to date in terms of introducing means to reduce or eradicate the extent of bullying and harassment experienced by BAME employees.

**Corporate Risks Allocated to PODCC** - the Committee received the Corporate Risks Assigned to PODCC report. Members were advised that the main risk, *1406 - Risk of insufficient skilled workforce to deliver services outlined in Annual Plan 22/23 and deliver UHB strategic vision by 2030*, needed to be broken down, in order that meaningful actions could be identified. This was being taken forward following a workshop held within the directorate, with support from the risk and assurance team.

**Research & Innovation Sub Committee Report** - the Committee received and noted the Research & Innovation Sub-Committee Report. Members noted that the Health Board had applied to several schemes as part of its plans to increase clinical leadership in relation to research and innovation. The team is involved in the job planning process and related performance discussions to make it a core consideration. Due to recent applications under the Health and Care Research Wales Clinical Research Time Award, it is possible that research time will be secured for a small number of clinicians within the organisation. Members welcomed confirmation that all advertisements for consultant roles will now include the expectation that individuals will be involved in innovation and research and that this will be built into job plans.

**Corporate & Employment Policies** - the Committee received and ratified the following policies:

- 1097 Corporate Safeguarding Policy

**Workforce Policies** - the Committee received the following policies:

- 247 Dealing with Anonymous Communications Regarding Members of the Workforce Policy
- 113 Learning & Development Policy
- 100 Organisational Induction Policy
- 109 Time in Lieu Procedure
- 001 Adverse Conditions

The Committee also received Guidelines for extending sick pay for information purposes.

Members noted that the policies had been reviewed by the Partnership Forum and that any comments from staff representatives had been incorporated into the final versions for approval. The Committee approved the policies for publication having received assurance that all documents had been reviewed in line with the (WCD) Policy 190.

**Outcome of Advisory Appointments Committee** - the Committee received the Advisory Appointments Committee (AAC) Report, providing an update on the outcome

of the AACs held between 4<sup>th</sup> October 2022 to 21<sup>st</sup> November 2022, and approved the following appointments on behalf of the Board:

- Dr Victoria Hughes was appointed to the post of Consultant in Emergency Medicine based in Withybush General Hospital. Commencement date to be April 2023;
- Dr Benjamin Jonathan Hedley Davies was appointed into the post of Consultant in General Medicine with an interest in Gastroenterology based at Prince Philip Hospital. Commencement date to be January 2023;
- Dr Zena Marney was appointed to the post of Consultant Physician in Care of the Elderly based at Prince Philip Hospital. Commencement date to be January 2023;
- Dr Sri Rama Nidumolu was appointed to the post of Consultant in General Medicine with an interest in Diabetes and Endocrinology based at Prince Philip Hospital. Commencement date to be confirmed once Dr Sri Rama Nidumolu has obtained GMC Specialist Registration.

**Materion y mae angen Ystyriaeth neu Gymeradwyaeth Lefel y Bwrdd are u cyfer / Matters Requiring Board Level Consideration or Approval:**

- None

**Risgiau Allweddol a Materion Pryder /Key Risks and Issues/ Matters of Concern:**

- None

**Busnes Cynlluniedig y Pwyllgor ar gyfer y Cyfnod Adrodd Nesaf / Planned Committee Business for the Next Reporting Period:**

**Adrodd yn y Dyfodol / Future Reporting:**

In addition to the items scheduled to be reviewed as part of the Committee's work programme, following up progress identified actions identified will be undertaken.

**Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:**

15<sup>th</sup> February 2023