

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 April 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Culture Change – a holistic review of our Organisation Development work (2 year review)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce & OD/Interim Deputy CEO
SWYDDOG ADRODD: REPORTING OFFICER:	Christine Davies, Assistant Director of OD & Corinna Lloyd-Jones, Head of Organisation Relations

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

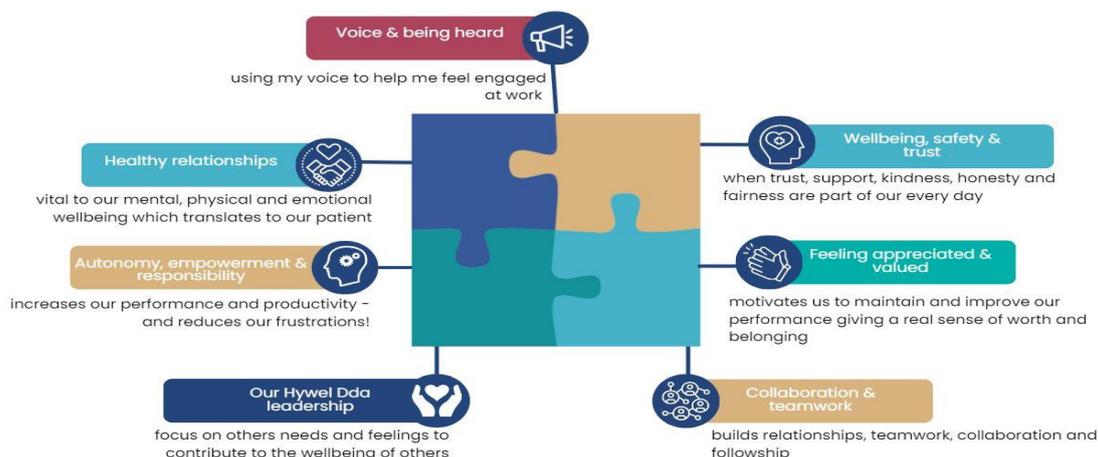
SBAR REPORT

Sefyllfa / Situation

This report provides an update in relation to our cultural progression work since our previous report in December 2022. In particular, it references the work of our Organisational Development (OD) team which contributes to the following Planning Objectives:

- 2A Engage and listen to our staff (Deliverables 1, 2, 4, 6)
- 2B Employer of choice (Deliverable 5)
- 2C Develop and maintain an overarching WOD and partnership plan (Deliverables 1, 3, 4)

Our previous update report noted how our Board reflected on the unprecedented challenges our staff faced during the pandemic and gave a compassionate commitment to support the wellbeing of our workforce through deeper listening and engagement to inform our cultural journey. As the cornerstone of our values-centred culture change, in 2022 we co-developed our culture framework (see below) in partnership with our Trade Union (TU) colleagues which brings together seven underpinning themes. These themes were articulated from what our staff told us is important to them and what would contribute to them having better experiences at work, thus act as an essential compass for our work as an OD team whilst aiming to “*put people at the heart of what we do*”.



Although we are now several years on from the pandemic, the NHS still feels like a difficult place to work. The cost-of-living crisis, widespread industrial action and the impact of covid have all added to a system already fraught by workforce supply issues. Additionally, the expectations of our patients, communities and Welsh Government to improve performance and productivity weighs heavily on our staff, posing a risk to morale. We are, therefore, realistically mindful that our Health Board's values-centred culture journey is challenged. However, as an OD team, we hope this report provides assurance to the PODCC, that focusing on a shared vision and feeling empowered to reach it one step at a time, is building a healthier and happier working culture in Hywel Dda University Health Board (HDdUHB).

Cefndir / Background

This report provides a progress update in relation to the work of our OD team in line with the specific Planning Objectives noted above, however much appreciation is also extended to our colleagues across the Workforce and OD (WOD) Directorate for their pioneering collaborative work to support HDdUHB's cultural intent.

Another fundamental element of enabling our cultural journey has been the positive trusting relationships we have progressively built with our TU colleagues. Guided by a compassionate shared purpose of supporting staff, our open and honest partnership working helps build a better understanding of how our staff are being affected through the local knowledge and intelligence shared by our TU colleagues regarding areas of staff unrest and hotspots of management challenges. Not only does this allow our TUs to bring their concerns to the forefront of our planning, hence engaging as key advocates of culture change, but also allows them to be actively involved in identifying solutions and proactively consulted on the fast-paced changes necessitated by our complex NHS environment.

"Working in partnership used to be we get told, now we make decisions together."
(HDdUHB TU Rep)

"It feels more united, with teamwork and much cleaner, and because it is cleaner and we gather information to support each other, the outcomes are quicker and better."
(HDdUHB TU Rep)

Finally, and most importantly, we are consistently amazed by how committed our staff are to building a happier and healthier HDdUHB. We learnt from our first Discovery Report, which was completed in June 2021 to capture our staff's experiences of working during the pandemic, that healthy and happy work environments are crucial to ensuring the delivery of high-quality patient care. Given the current unprecedented challenges across the NHS, it would be understandable if our staff viewed our values-centred culture change as being removed from reality, however by being truly listened to and engaged on the journey, they overwhelmingly come together as colleagues to co-create better ways of working across our Health Board.

Our leaders play a pivotal part in compassionately engaging and supporting our staff on this journey, which requires courage and commitment to embrace the organisational learning, despite our profound services pressures. Supporting and maintaining the resilience of leadership and staff in HDdUHB has, therefore, remained a key priority of our OD work in 2023-24.

Asesiad / Assessment

For the purpose of logically structuring this report, the following section illustrates our work on a team-by-team basis, however our philosophy of collaboration threads throughout OD, therefore our achievements are a reflection of our collective team efforts.

1.0 OD Relationship Managers (ODRMs)

Our ODRMs have continued to focus on promoting and providing proactive and responsive support to local teams to enable healthy and happy working cultures. An essential element of this work is their ability to influence and nurture relationships as a catalyst for change. Through compassionately understanding and valuing the perspectives and needs of our staff, our ODRMs are able to help them connect with our culture journey on a meaningful level, inspire action and nurture resilience.

“The department I took on had many cultural issues that have been challenging to manage as my first management role. At times, this has affected me and my resilience, and therefore has affected me personally. I have felt so lucky to have an ODRM on hand to help. Cultures are generally improving, and the staff survey gave us some focus on areas to improve. It also evidenced some of the positives of the work we have undertaken. Most importantly, they have kept me going when I could have given up on many occasions. The staff they have assisted have always provided really positive feedback on both.”

(Service Lead)

At the beginning of 2023, we reviewed their portfolio areas to ensure each directorate across the Health Board is supported by an ODRM to work in partnership with. We have also made a number of improvements to how they support services/teams across the Health Board:

- developed accessible Toolkits (one for each of the seven themes) to support leaders to develop and engage their teams and feel better equipped to manage cultural change.
- designed an ODRM roadmap (see below) which we use when engaging with services/teams to illustrate how we support their culture journey.
- enriched the exploration phase of our ODRM support by collaborating with the Culture Workforce Experience team to ensure the new culture survey (see ‘Culture Survey’ below) aligns to the Health Board’s culture framework. This richer exploration phase has strengthened our ODRMs’ ability to build a true picture for each service/team based on the interpretation of qualitative and quantitative intelligence from a range of workforce data sources relating to employment experience and working cultures.

ODRM ROADMAP

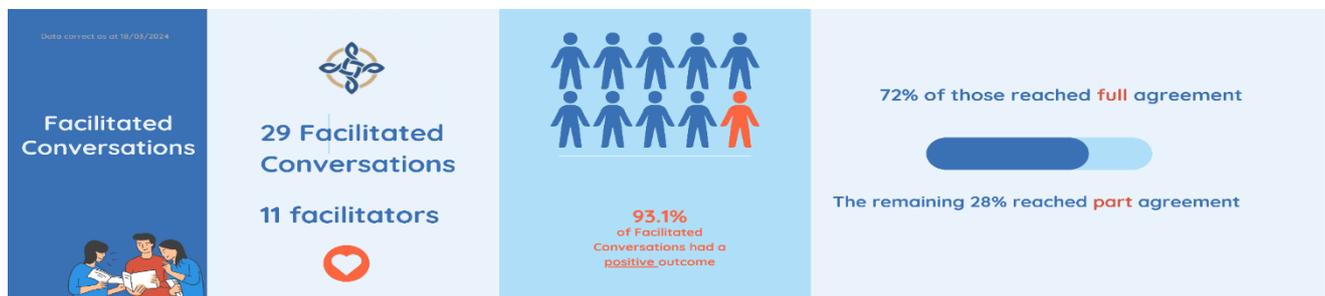


As a result of these improvements, our ODRMs are better equipped to engage with the services/teams to facilitate an understanding of what matters the most to their staff and what makes the greatest difference in improving their experience at work. The rich feedback from this exploration phase informs the co-creation of strategically aligned people culture plans grounded in accurate organisational evidence and learning. In turn, this influences and nurtures local ownership for delivery of the plans, and progress is continuously supported and measured by the ODRMs.

We have also made improvements to the commissioning phase of our ODRM support by refining the internal mechanisms we have in place to ensure the right service and expertise for the services/teams when they need it, including:

- multi-disciplinary approach to commissioning within OD.
- triage approach to sharing intelligence with Workforce Ops to ensure methods and responsibilities are agreed, with a particular focus on informal case resolution.
- collaborative working across WOD teams to ensure a seamless support experience.

Although our roadmap illustrates our proactive approach to culture change support, our ODRMs, and other colleagues across the OD team, are often initially engaged by services/teams for conflict resolution purposes. As a fundamental element of maintaining a healthy and happy workplace, we aim to ‘nip things in the bud’ through restorative approaches which encourage constructive dialogue over confrontation. The following infographic illustrates the success of our facilitated conversations in 2023-24 (to 18 March 2024).



Retention

The work of our ODRM team also vitally supports our attraction and retention plans by helping to establish the organisation as an attractive and desirable place to work. Our Retention Task and Finish (T&F) Groups oversee specific projects as a vital element of sustaining and growing our nursing and medical workforce to meet the increasing and changing demands on services. The need to create environments that support, nurture and retain our workforce, as well as to develop and expand our future pipeline, is a key driver of our proactive investment in specific retention strategies.

When our Nurse Retention T&F Group was initially established in 2022, we committed to deliver a 1% reduction in turnover of nursing and midwifery staff in 2022-23. Our nursing and midwifery turnover across HDdUHB has reduced beyond this ambition, as illustrated below. Additionally, we are extremely proud to be the best performing NHS organisation in Wales for our registered nursing turnover rate.

Nurse Retention Turnover		Turnover %	Reduction
Registered	12 months to Dec 22	8.19%	-3.76%
	12 months to Dec 23	5.15%	
Unregistered	12 months to Dec 22	8.94%	-1.78%
	12 months to Dec 23	7.16%	

We have recently worked with our finance colleagues to estimate a cost benefit of £2,163,626 as a result of this reduction. This is based on the assumption that the increased cost of agency in 2022-23 is the main driver for the turnover saving, and had the turnover continued at the

same rate, further agency would have been required to cover vacancies, thus the Health Board avoided this increased cost. This amount does not include the costs associated with recruitment and productivity loss had we needed to fill the vacancies.

We established our Medical Retention T&F Group in 2023, which involved analysing our medical staffing data and intelligence as part of the exploration phase, with additional feedback and input from our Medical Leadership Forum. The action plan is currently being finalised to inform next steps in 2024-25.

We have also recently appointed a Retention Lead on a 2-year fixed-term basis (Health Education and Improvement Wales (HEIW)-funded) to continue to focus on our local organisational retention priorities and expand on some of the great work already underway, whilst also aligning with the HEIW National Retention Programme.

2.0 Research, Innovation and Improvement

Discovery Report

Within the context of our unprecedented workforce supply challenges, in 2023 a further staff Discovery Report was commissioned to understand experiences of working at HDdUHB and discern what we can do to help keep our valuable staff in our employment where they can live healthy and happy lives. Our Research, Innovation and Improvement team led this vital piece of work and shared the report with the PODCC in February 2024.

The rich learning provided within the Discovery Report has allowed us to understand more about our organisational culture and the impact this can have on staff retention. It provides us with much insight into how our workplace culture could evolve, to be part of the contribution to our culture change journey and making HDdUHB a great place to work. The key themes identified from the staff experiences regarding where they feel we need to improve and think differently are:

- Accelerate the ownership, pace and impact of our cultural journey.
- Leadership of people is a fundamental of organisational success.
- Be bolder and more courageous in our approach to retention.
- An Ambitious plan for modernisation.

The recommendations made within the report in line with the above themes have been embedded into the next phase of our values-based culture change journey programmes and progress will be recorded as part of this annual update report going forward.

Innovation and Improvement

Fostering a culture for innovation and improvement is also a fundamental part of our OD approach. Our Research, Innovation and Improvement team (the RIC Hub) manages our Bevan Exemplar programme which encourages grassroots innovation and provides permission to think creatively for positive change. We are currently supporting 10 exemplar projects across the Health Board whose work will be showcased in an upcoming regional event.

We are proud that, yet again, HDdUHB is supporting the largest number of projects in Wales, accounting for 25% of all national exemplars. A follow-up 'Dragons Den' type event will be organised subsequent to our regional showcase event to identify potential projects which could be scaled up and spread.

We are also pleased that 3 of our staff have been accepted onto the Bevan Fellows programme. Bevan Fellows are health and care professionals, clinicians, managers and doctors in training who want to influence and make a difference in leading change and

transformation through their work. They help to bridge the gap between clinical services and academia by taking a practical and action-based approach in leading and driving change, supported by research, evidence, education and training to demonstrate impact.

Additionally, we are hosting two local network groups for IMPACT (Improving Adult Care Together) on social care in rural areas and facilitating discharge from hospitals. These programmes are part of a UK-wide network, where practice is shared across the four nations.

The RIC Hub also facilitates the Regional Innovation Forum which engages the third sector in identifying transformative models of care that support local authorities to rebalance how care is delivered across the region. A specific focus for the forum has been on developing and nurturing the social and micro enterprise sectors, as well as understanding and testing some innovative commissioning approaches.

Having identified the lack of innovation across social care, particularly across children services, the RIC Hub established a partnership with Delta to identify innovative technology enabled care solutions for children with complex needs. A programme of engagement has taken place whereby local authorities have identified their priority areas and the programme will commence in April 2024.

Additionally, the RIC Hub has undertaken an evaluation of GP cluster innovation projects that support mental health services across the region. The findings will be presented in March 2024 and a Primary Care innovation event will be held in the coming months to share the findings and identify good practice.

Central to the work of our RIC Hub is the exporting and importing of good practice and learning. Our relationships with national agencies, such as SBRI, Life Science Hub Wales, Bevan Commission, ARCH and others, positions us at the forefront of funding opportunities, innovation programmes and policy development. Maintaining these positive relationships reinforces our reputation as a collaborative and innovative Health Board which thrives on learning and new ideas.

3.0 Culture and Workforce Experience (CWE)

Performance Appraisal Development Review (PADR)

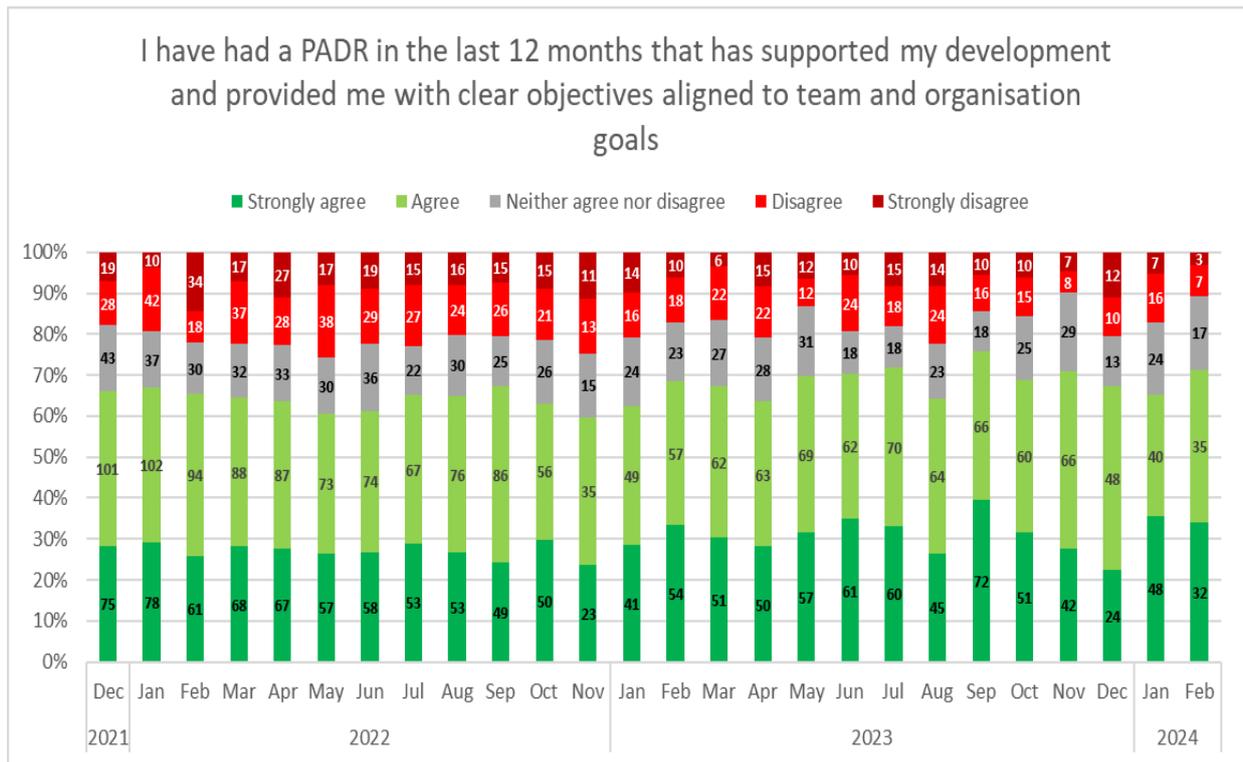
The need for regular performance conversations is integral to building a performance led culture. This supports staff engagement, wellbeing and the embedding of organisational values, which should be reviewed annually as a minimum standard. The benefits for continuous feedback for individual and team performance are cited in much research, and are across the spectrum of appraisee, appraiser, patients and organisation.

We have continued to strive to embed a performance management process that is employee led, which supports individual performance and development and aligns to team, service and Health Board success. Progression continues in developing a robust process to manage performance across HDdUHB. The existing performance management module, facilitated monthly by our CWE team is available for all staff, with attendee numbers remaining high:

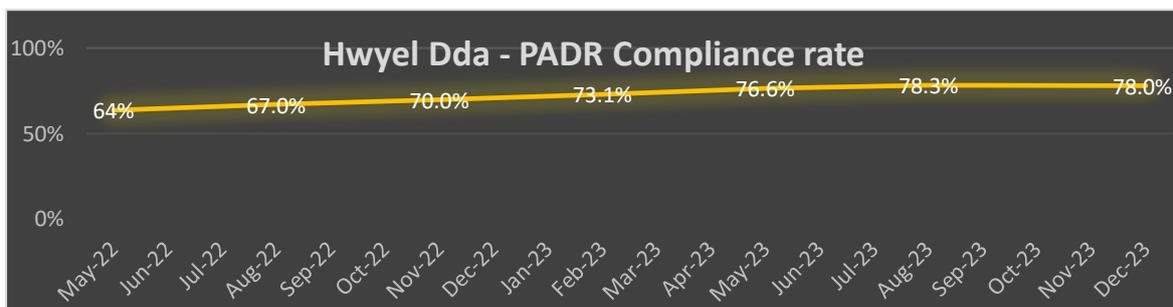
Sessions Held	Staff Attending
<i>Oct 22 – March 23</i>	261
<i>Apr 23 – Sept 23</i>	116
<i>Oct 23 – Feb 24</i>	75
<i>Total</i>	452

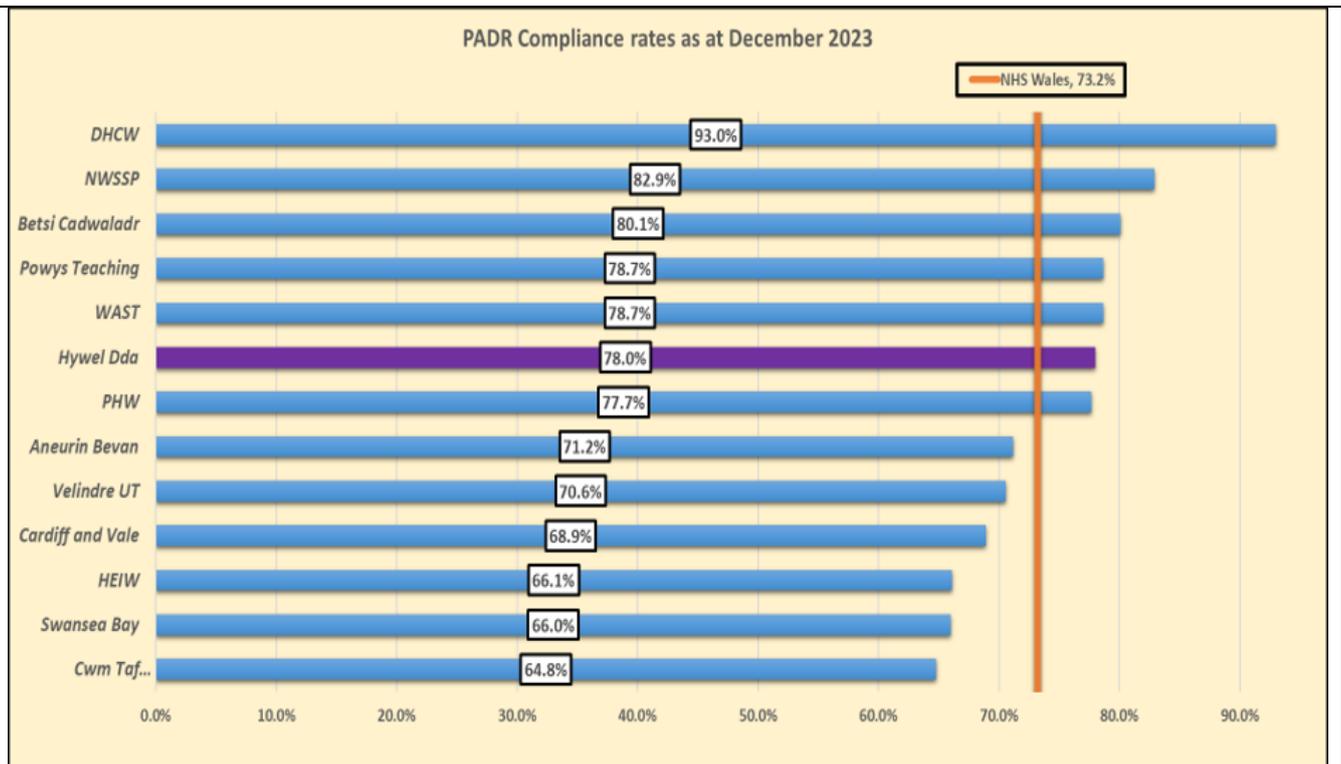
We have looked to align measures in how purposeful staff are finding the process by adding a question to the Board Outcome Survey (see 'Board Outcome Survey' below). This touchpoint

survey demonstrates that a large majority of our staff find having a PADR beneficial and feel it supports their development:



We are proud of the evolution of performance management across HDdUHB to date and have continued to improve our bespoke documentation, whilst educating staff on theory and benefits of regular meaningful conversations to harness workforce performance. This agenda is slowly being transformed from a leadership led process to one that is employee led. The impact of this approach is demonstrated in the continued rise and maintenance of HDdUHB PADR compliance rates at 78% (to December 2023), seeing us higher than the NHS Wales average of 73.2% and nearing the Welsh Government target of 85%:





Measuring Staff Experience

Historically, HDdUHB has relied heavily on mechanisms such as the National Staff Survey as the only way of capturing staff experience to benchmark internally and across NHS Wales. The CWE team has developed a suite of instruments to collate more qualitative data that provides greater depth to our accurate organisational evidence and learning to gauge staff experience as a means of better informing our engagement and retention strategies.

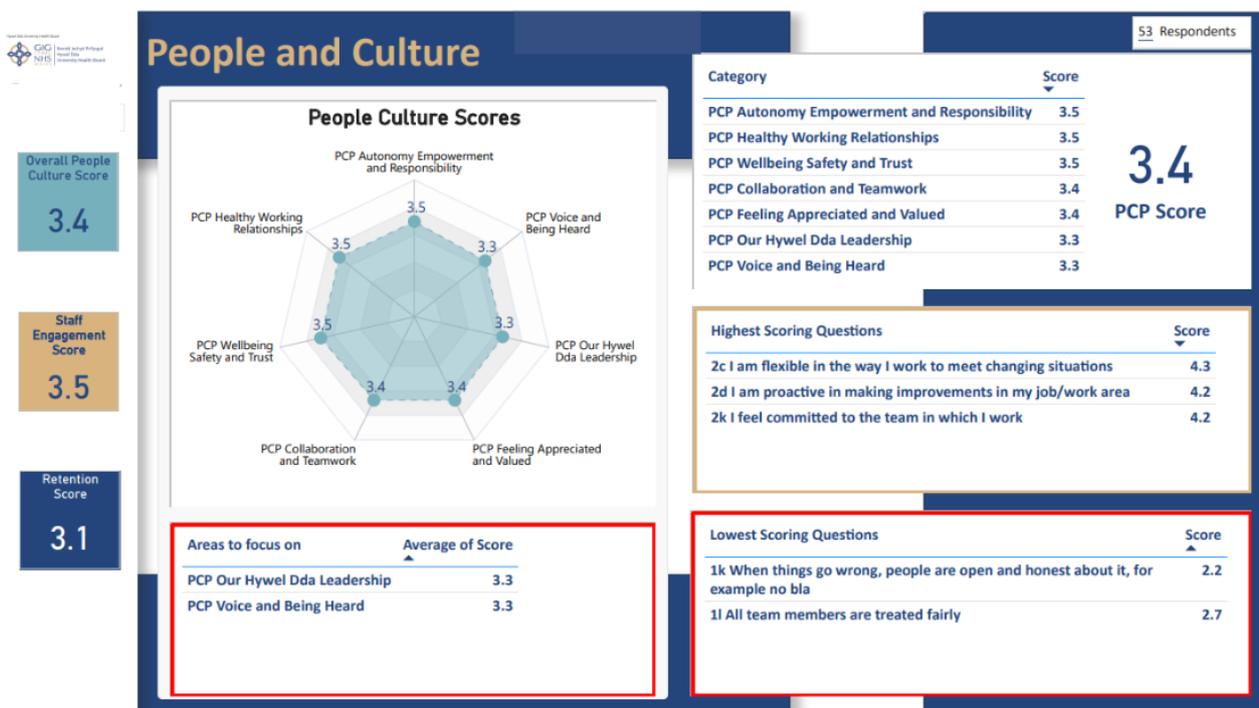
Board Outcome Survey: designed as a monthly temperature check for staff engagement for our Board, all colleagues are invited to complete once a year, providing an ongoing pulse measurement to assess how our workforce is feeling.

Thinking of Leaving Survey: initiated for anyone who had concerns and thoughts of exiting the Health Board and provide colleagues with an opportunity to speak up. We received 250 completed surveys, many outlining difficulties, however a very small amount provided details to enable follow-up, which proved unsuccessful in resolving the issues. Towards the end of 2023, it was therefore agreed to migrate thinking of leaving into our Work in Confidence platform to enable two-way communication and better support for our staff who choose to reach out in this way.

Exit Interviews: our robust exit interview process goes above set standards in NHS Wales by offering our staff leaving the organisation an opportunity in outlining their experiences. We provide a variety of ways for staff to engage through completing the questionnaire with their line manager, an OD or HR representative or self-completion through an online form. A letter from our Executive Director of Workforce and OD/Interim Deputy CEO actively inviting this feedback is attached to every P45, reiterating our desire to listen to at all stages of employment with the Health Board. This targeted communication strategy, expressing a desire to learn from our leavers. The Health Board has seen participation rise significantly from 13% to 38%. The intelligence this offers creates a richer understanding of turnover figures.

Culture Survey: designed in line with the seven themes which form the Health Board's culture framework, the survey provides three measures: people and culture (see example dashboard below), engagement and retention. The survey allows greater scrutiny and

accurate assessment of specific culture change support needed within our services/teams (see ODRMs above). The survey also enables us to compare micro cultures across the Health Board, identifying what is working elsewhere to scale up and spread where appropriate, thus supporting the meso culture.



Recognition and Appreciation

To ensure we foster a feeling amongst our colleagues of being valued for their outstanding commitment and dedication to the Health Board, following robust research, our Culture Workforce Experience (CWE) team has developed a recognition programme for HDdUHB staff and continually seek feedback to make improvements.

Cymeradwyaeth Hywel's Applause Staff Awards Event: The first Hywel's Applause event premiered on 7 December 2022. It was a heart-warming event where staff were nominated for awards across a range of categories by colleagues, and shortlisted by independent staff panels, including Trade Union representatives. April will see the announcement of our winners for 2023-24.

Almost all responses from nominees stated that just being *"nominated made them feel appreciated by their colleagues"*, whilst 84% claimed that being *"nominated made them feel appreciated by the Health Board"*. Most staff expressed that their *"favourite part of the event was hearing the positive stories about why a finalist was nominated for an award"*.

Chair's Commendation Awards: Launched in August 2022, the Chair's Commendation Awards provide an equitable and meaningful way of recognising our colleagues who 'go above and beyond' and demonstrate the Health Board values to an exemplary level. One colleague a month is awarded for each of the three Chair's commendations of Compassion, Development and Innovation and Collaboration. The nominations are shortlisted by impartial staff panels monthly and celebrated quarterly in an event held for the winners and top two highly commended nominations for each category.

Since the launch of the Chair's Commendation Awards, 238 nominations have been submitted and recognition has been showcased in 5 events, attended by a total of 184 colleagues. The positive feedback surrounding them has been heart-warming:

“Really nice day, great to communicate with other award winners, nice to receive an award directly from a senior member of staff in the HB. It certainly uplifts you and makes you feel valued as a member of staff.”

“It was great to see the Health Board recognising achievement of health professionals and the work they do.”



Long Service Awards: Launched in September 2022, the Long Service Awards package recognises 25+ and 40+ years' cumulative NHS service as a thank you for the loyalty of our workforce to the Health Board and wider NHS. The awards consist of a personal card and specially designed bespoke pin, presented by the Head of Service for 25 years' service (533 awarded between January 2023 to February 2024); an Executive/Independent Board Member presents for 40 years' service (115 awarded between January 2023 to February 2024).

Retirement Letters: In 2023, over 350 of our retiring staff received a dedicated letter from our Chair.

Benefits

We have continued to demonstrate value in our offering of a range of staff benefits and are proud to be viewed as an exemplar in this area across NHS Wales. Our investment in a dedicated role within the CWE team with responsibility for maintaining and enhancing the programme is adding significant value.

HDdUHB's unique Hapi App has now reached 6,612 sign ups since June 2021, saving staff a total of £28,053 in a variety of ways, from food shopping to days out, as well as purchasing electrical appliances. Our most recent Wellbeing Survey identified our Hapi App as the third most recognised source of staff wellbeing after our Staff Psychological Wellbeing Service and Occupational Health Service.

Creating Equality

As part of the induction of our Internationally Educated Nurses, key relationship connections are made by our OD team during their first week in Wales. This is an important opportunity for us to help create positive initial experiences through sharing information with our new staff of the variety of support they can access, including through the Black Asian and Minority Ethnic (BAME) Network and helping them meet some of their colleagues. Existing ethnic staff are invited to the induction to share their success stories, experiences and answer any questions from the new cohort.

This is further built upon through a values session with the CWE Team where a presentation is shared on the achievements of our BAME Advisory Group, the staff network, and staff recognition through the National BAME Health and Care Awards. Membership of the staff network is also encouraged. The benefit of this pastoral support has been evident in the direct contact with new nurses as they settle into the Health Board. To date, HDdUHB has retained

100% of our Internationally Educated Nurses since the beginning of the recruitment programme in May 2022 and we are proud to have contributed to this achievement.

4.0 Leadership Development

Evidence continues to reinforce that the biggest impact on organisational culture is leadership, therefore our work has progressed in 2023 to develop and enhance the leadership offering for our existent and aspirant leadership body. The image below outlines the development opportunities available to our senior leaders, either directly through the Leadership and Development team or with partner organisations.



In addition to the above, we also delivered the STAR leadership programme to our nursing colleagues in 2023, however ownership of that programme has now been transferred to the Health Board's Corporate Nursing team.

Following robust research and design work during 2022, the past 12 months has seen the launch of two new leadership development programmes:

LEAP (Leadership Engagement with Awesome People): Leaders at HDdUHB are leading a living system, one that needs to be agile, vibrant, responsive, innovative, diverse and regenerative. LEAP was created to develop and support our leaders enabling them to respond and adapt to the challenges both now and in the future. LEAP empowers leaders to build on their own and their teams' strength to develop individual and collective performance, provides challenge and critical awareness of personal approaches to leadership, its impact and their responsibilities. To date, 4 cohorts have been delivered to 67 of our senior leaders across HDdUHB.

"I had a great moment when I was working with a staff member through quite a stressful situation. They were talking about the stress situation and impact of it and after validation of what they were sharing I asked them 'what would it look like if the stress was not there?'. They paused and smiled, looked at me and said 'how refreshing is that!' and it changed their mood in an instance. They then progressed naturally into choices and actions and felt very happy and contented by the end of the conversation."

Team Lead (LEAP, Cohort 3)

Talent Management and Succession Planning: To further enhance and develop our senior leadership body, the talent management team created a Leading HDdUHB into the Future leadership framework, designed to provide the guiding principles for aspirant and current senior leaders assisting them in continual assessment and development of competencies and

behaviours that are aligned with Health Board's values; unifying purpose, building stronger teams, fostering accountability, inclusivity and empowerment via committed and compassionate leadership.

An aspiring Assistant Director talent pipeline was launched, and recruitment took place over a six-week period where shortlisted individuals were invited to attend a three-phase development centre that comprised:

- Psychometric assessments
- Leadership Simulation Exercise
- Panel Presentation

December 2023 saw the conclusion of the development centre, where 6 leaders were offered places within the talent pool. All 6 members have met with the Talent Management team and have agreed their development objectives based on the learning from the development centre and subsequent feedback sessions that will support their transition into an Assistant Director role, at such time that a suitable role becomes available.

Coaching Capacity and Capability

Our Coaching Network has enjoyed significant growth in 2023 which has enabled a wider reach and more diverse provision across the Health Board. We have continued to grow our internal coaches, offering qualifications and continuous professional development (CPD). To date, we have 30 qualified coaches in our network, with 37 trained and currently completing their necessary coaching hours to complete their qualification. We have also established partnership working links with external providers to secure supervision provision, enabling 24 of our network coaches to receive CPD supervision since November 2023.

The network was established to support change, build leadership capacity and help colleagues develop throughout their careers, by creating a sustainable coaching culture in line with HDdUHB values. The network of internal coaches are, in essence, our staff working and striving together for excellence. Putting people at its heart, the network ensures there is time, space to think, learn and develop, working together to build genuine, equal and supportive partnerships. Our Leadership and Development team has secured membership for the network to the European Mentoring and Coaching Council (EMCC) and were invited to host an EMCC national member's webinar to share good practice in setting up an internal coaching programme.

To date, 61 staff have been allocated a network coach and approximately 213 coaching sessions have been undertaken. The training coaches have also provided 100 hours of coaching to our staff in the past 12 months.

To extend our coaching culture, our Leadership and Development Team has also developed the Coach-Approach Programme to embed leading with a coaching style as part of everyday work. It has been designed to provide leaders with the principles and skills to develop a coaching style of leadership. Coaching in the workplace can result in staff feeling motivated, empowered and valued, thus this key leadership skill will help foster the potential and grow the talent of colleagues and teams. Since its launch in the Autumn of 2023, 7 cohorts have been delivered to 86 leaders across the Health Board.

"I have been sprinkling several times now. In brief, one to ones, helping staff to find solutions rather than seeing and saying what I would advise more in the mentor role is helpful. Very helpful in personal conversations with family, getting them to think about what is within their control, what could they do, has been helpful. Once have used OSCAR late at night when obsessing about work situation, writing down and going through was helpful."

Head of Nursing (Coach-Approach, Cohort 5)

5.0 Staff Psychological Wellbeing

Our initial action plan from the Health Board's 2022 Staff Wellbeing Needs Survey focused on the following five key areas during 2023-24:

Raising Awareness

Our Staff Psychological Wellbeing Service (SPWBS) have been actively promoting a range of services, events and resources during the past year. Making use of different communication channels, our SPWBS team aims to ensure all staff are aware of what is available and know how to access it.

SharePoint remains our central repository, receiving 44,735 site visits between January 2023 and February 2024. The Staff Health and Wellbeing Gateway portal was also launched online in May 2023 as a digital resource bringing all internal staff wellbeing support services together into one place. There have been 5,480 total views of the Gateway page since its launch, with 2,322 of these being unique views.

Tackling Stigma

Time to Talk Day was promoted in 2023 and 2024, providing resources to tackle stigma around mental health issues in the workplace. Our shared humanity and that we all have mental health, is a key feature in our workshop programmes, and discussions are now underway with other directorates in relation to re-establishing the HDdUHB pledge to Time to Change Wales.

Rest and Recovery

Input into Leadership Development programmes and staff group workshops retains a key focus on the importance of good rest and recovery to performance, wellbeing and patient care. Feedback from delegates at LEAP has indicated the powerful impact of this session and it has been the key action most delegates have chosen to take back to their teams. A review of the evidence around what works has been undertaken and this is informing the development of a wider plan to support changes in individual behaviours as well as wider team and organisational culture.

System Solutions

Our SPWBS team are an essential part of our OD Team's internal commissioning mechanism to ensure the right service and expertise for the services/teams when they need it and proactively respond to requests for the facilitation of specific team and service interventions. One to one management consultation is also offered, supporting leaders to address complex staff and team issues, supporting those who support and lead others. A series of sessions on mental health and wellbeing at work are also offered into a range of different programmes, including:

- Leadership and Management programmes, for example LEAP, New Consultant's Development Programme and the new HDdUHB Manager programme.
- Nurse Preceptorship and Junior Doctors programmes.
- Induction and update training for Wellbeing Champions, presence at site Wellbeing Days.

Between January 2023 and February 2024, we have engaged with and supported over 1,200 colleagues through the activities outlined above.

Staff Psychology Service

121 Services: 534 colleagues referred themselves for Psychological Support between January 2023 and February 2024, and a total of 1,382 appointments were booked. Although this was lower than in previous years, the demand remained high and many staff were offered a redirection to alternative services where appropriate, including Canopi and our Employee

Assistance Programme. Waiting times did increase in 2023 to around 12 weeks at maximum due a particularly challenging time in staff capacity, however targeted action was taken to reduce this and is currently at 2 weeks. Responding to the challenge of keeping our waiting times as short as possible, as well as constraints on capacity, we are working to ensure that staff have good information on what is available to support choice, signposting where we can and enhancing our clinical skills in delivering effective short-term therapy.

Ecotherapy: 76 colleagues from a range of staff groups attended our Recovery in Nature programme over 2022 and 2023. Quantitative evaluation demonstrates a clinically significant improvement in mental health and reduction in symptoms of burnout, and the qualitative evaluation highlights the significant positive impact with stories of personal transformation. There was also a growing interest in the Recovery in Nature Days being available for teams, therefore a programme plan for 2024-25 has been proposed.

Spring: Take up of this programme (designed to support mild to moderate PTSD) has been relatively low over the last two years, so focused promotional work is underway with a series of three webinars offered already this year.

External Therapy Services: Our current Employee Assistance Programme (EAP), Vivup, has been providing an external option for psychological support since August 2023. Take up remains relatively low (24 calls to the 24/7 service between Aug and Dec 2023, with a total of 36 counselling appointments offered) and some challenges with the provision have arisen and been addressed. Promotion is ongoing and the contract will be up for review in 2024. The Welsh Government funded service Canopi remains well used by our staff and is free to access. Between April 2022 and October 2023, 310 staff who accessed Canopi for a triage call said they worked for HDdUHB and of these, 208 were offered Cognitive Behaviour Therapy.

6.0 Looking Ahead to 2024/25

Cultural Progression

As an OD team, in collaboration with our WOD and TU colleagues, we will continue to focus on our shared vision of building a healthier and happier HDdUHB, empowering our staff and leaders to reach it one step at a time. Through influencing and nurturing relationships as a catalyst for change, our progressive work will challenge embedded cultural norms to transform the Health Board's macro culture to one steeped in its values.

Our continuous improvements to intelligence and triangulation will focus on creating dashboards which layer data and insights from WOD sources, such as sickness absence, turnover, employee relations cases, our Work in Confidence platform, and exit and stay interviews. This will enable a richer thematic understanding across the Health Board in relation to cultural patterns and emerging themes at meso level to further inform the focus and development of our OD responses.

Retention

Our retention priorities will focus on embedding the recommendations made within the Discovery Report into the next phase of our culture change programmes and delivering the action plans for our specific Task and Finish Groups. Our nurse retention action plan has been mapped to the All-Wales nurse retention plan to ensure alignment with national priorities, with the aim of achieving a reduction of 0.5% in the turnover of our nursing staff in 2024-25, and our medical retention plan is currently being finalised to inform next steps, with the aim of achieving a reduction of 1% in the turnover of our medical staff in 2024-25.

Additionally, we have recently gained sponsorship from the Health Board's new Executive Director of Therapies and Health Science to establish a AHP Retention T&F Group, with an initial focus on analysing our data and intelligence to inform next steps in 2024-25.

Wellbeing

Paying particular attention to our two new corporate risks in relation to the wellbeing of our staff and leaders, the vital support our SPWBS offers will continue in 2024-25, with a focus on aiming to provide all staff with the knowledge, skills and resources to pay attention to their mental wellbeing and supporting our leaders to support their teams. The majority of our leaders are dedicated to supporting the wellbeing of their staff however they are often unsure of the best way possible. We know that the opportunity to reflect and consult on what they are dealing with in relation to complex people dynamics proves beneficial; a protected time to think about challenges together, deepen understanding of own and others' reactions and needs, and considering strategies for improvement. More time will be dedicated to offering this consultation service to support our HDdUHB compassionate leadership.

The main reason for sickness absence across the Health Board now relates to psychological factors, including stress, anxiety and depression. We know that prevention and early intervention are important, as is having the right kind of psychological support when it is needed, therefore we will establish a Task and Finish Group to identify the underlying causes of this trend and explore the support required to help staff to stay in work, or if they have been absent due to sickness, to return to work in a safe and sustainable way.

Deepening our Cultural Understanding

Our workforce demographics and our expectations of experiences at work are changing for a number of reasons. These could include increased intergenerational working, more diversity amongst our workforce and also the societal context which we are currently living through. All of these factors can and will impact on our perceptions of behavioural norms and cultures at work. As an organisation, the next stage of our cultural progression will therefore need to enable us to gain a deeper understanding of our culture, particularly in relation to those issues that may have been perceived to be 'acceptable' in the past; or may be 'undiscussable' for a variety of reasons.

We will need to pay attention to creating a culture of psychological safety where people can speak up for change. This will require courage and patience, and a commitment to organisational learning and adaptation going forward. The learning will need to be reflected in our values and influence next steps in our approach to equality, diversity and inclusion, enabling a sense of belonging for all of our staff.

Leadership and Culture

There is an ongoing need over the next three years to continue to build our leadership capability across HDdUHB to enable performance, service change and healthy and happy working cultures.

Succession management and specific leadership and team development programmes will need to be in place for the Board as a whole, and for those leading in the revised operational and clinical team structures. There will also be a need to continue with our suite of leadership development programmes within our current offer, such as LEAP, STAR and New Consultant's Development Programme, and the introduction of the new HDdUHB Manager Programme in June will be an important addition to our wider-WOD portfolio.

Argymhelliad / Recommendation

The Committee is requested to:

- **NOTE** progress on the cultural progression in 2023-24 and to endorse the future direction.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	To provide assurance to the PODCC on the organisation's ability to create and manage sustainable culture change.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Reference 1186/score 16.
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	2a Staff health and wellbeing 2b Employer of choice 2c Workforce and OD strategy
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Included within the body of the report.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	N/A

Ansawdd / Gofal Claf: Quality / Patient Care:	N/A
Gweithlu: Workforce:	HDdUHB's values-centred culture journey embraces all our staff, with potential positive impacts on morale, engagement, satisfaction, motivation, wellbeing etc.
Risg: Risk:	We know that healthy and happy work environments are crucial to ensuring the delivery of high-quality patient care. There is a risk that if we do not demonstrate to our staff that we are listening to their feedback and taking action grounded in that learning, they may become demoralised, disengaged, demotivated, unwell etc.
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	Our OD team's cultural progression work vitally supports our attraction and retention plans by helping to establish HDdUHB's reputation as an attractive and desirable place to work.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A