



PWYLLGOR CRONFA ELUSENNOL CHARITABLE FUNDS COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 November 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Staff Welfare and Wellbeing: Creating Rest Areas for our Staff
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gosling, Director of Workforce & Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Christine Davies, Assistant Director of Organisation Development & Elin Brock, Head of Research, Innovation & Improvement

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The Discovery Report, which sought to capture staff experiences of working during a global pandemic to inform Hywel Dda University Health Board's (HDdUHB) recovery plan and culture going forward, was approved by the Board in September 2021. The report provided valuable insight into staff experiences and made recommendations for improving the working environment for staff.

The People, Organisational Development and Culture Committee (PODCC) is the Committee identified to receive assurance against the action plan developed from the recommendations. A key action is to create rest areas for staff who are suffering burn out and exhaustion, and for those who need time to rest and recover.

The Charitable Funds Committee (CFC) is requested to approve the charitable funds expenditure of £180,941 to be spent on creating rest areas for staff across HDdUHB.

Cefndir / Background

The 2021/22 Discovery Report Annual Plan and the two Planning Objectives that have been developed in relation to rest, recovery and recuperation of staff and charitable funds are as follows:

- Planning Objective 1H: By July 2021 conduct a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.
- Planning Objective 1I: Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds.

It is imperative that staff experiences and needs are heard, particularly in terms of managing the effects of the COVID-19 pandemic.

The Discovery Report has been captured and analysed under a number of themes and makes recommendations around a number of key areas. Those with an interest in the rest, recovery and recuperation of our staff can be summarised as follows:

- **Creating workplaces that promote staff well-being by meeting their core basic needs:** The request from staff is simple:
 - *Give us the physical working environment and tools to do our job effectively*
 - *Embed a system where the appropriate psychological support is available*
 - *Build a culture of appreciation and value with visible and connected leadership.*

Let's create a workplace which supports our staff to do their jobs as effectively as possible. Staff want us to get the basics right from a physical and also an emotional workspace perspective and it's imperative that we listen and respond.

Legitimising space and time for pause and reflect: *Creating spaces for rest for staff was a priority for many interviewees. The Health Board needs to identify the areas where emotional and psychological support (e.g., respiratory, COVID-19 wards, Intensive Care Units) are needed most and target them specifically to allow them to pause and reflect. Only by doing this can we expect staff to recover and regenerate. There is also a need to review intense working arrangements, across clinical and administrative services, by proactively encourage breaks, taking time away from the ward / computer, and giving people the ability to review and action.*

Asesiad / Assessment

The funding requested can be summarised as follows:

- **£67,896 of stage 3 grant funding from NHS Charities Together**

This funding was approved in February 2021 for the development of outdoor gyms at the four acute hospitals. However, since the approval of the stage 3 funding application there has been increased green health activity across HDdUHB with the establishment of a number of new green health groups. There are currently green health groups operating at each acute hospital site in addition to Amman Valley and South Pembrokeshire hospitals. The green health groups lead on green space improvements on sites to make the best use of existing outdoor areas for both staff and patients. This activity has led to a notable increase in interest and enquiries from colleagues across HDdUHB into funding opportunities for improvements to green spaces. For example, the installation of seating areas for breaks, sensory gardens for patients, and flowers and plants to improve the environment for patients, visitors and staff.

Due to this increased green health activity, the Staff Partnership Forum and the HDdUHB Green Health Co-ordinating Group discussed and agreed in October 2021 that this allocation of funding would have a greater impact if utilised in an alternative way to contribute to improvements to green areas and outdoor staff rest areas across the whole of HDdUHB.

- **£113,045 from Apêl Hywel Dda NHS COVID-19 Appeal**

The Apêl Hywel Dda NHS COVID-19 Appeal, launched in March 2020, raised £113,045 (£96,943 plus Gift Aid) from local communities wishing to show their appreciation for their local NHS caring for local communities at such unprecedented times.

The CFC approved expenditure from the appeal fund to fulfil staff welfare and wellbeing requests received to the small grant scheme. However, as the value of approved and processed eligible applications did not exceed the value of funds available from NHS Charities Together 's stage 1 'COVID-19 urgent response' grant, this funding was not utilised for this purpose.

In March 2021, the CFC supported a proposal that the Rest, Recovery and Recuperation Group (RRRG) make recommendations regarding the most appropriate use of the appeal funding when exploring approaches to further support staff wellbeing. Although the RRRG developed a number of initiatives to support staff wellbeing, the appeal funding was not utilised and is therefore available to support new and emerging staff welfare and wellbeing needs.

In October 2021, the Staff Partnership Forum endorsed the recommendation that members of the Operational Planning and Delivery Programme Meeting (under the chairmanship of the Director of Operations) assume the lead for engagement and prioritisation regarding the most appropriate needs to be met by this funding, in line with the spirit in which the donations were made to support the welfare and wellbeing of NHS staff and volunteers.

If funding is approved, the Organisational Development Team will consult with the Operational Planning and Delivery Programme Meeting to identify external and internal spaces that could be utilised to support staff to rest. Alternative approaches to creating rest areas taken by other health boards have been identified and research has been undertaken to seek viable options for HDdUHB.

Consultation with operational teams suggest that outdoor gyms are no longer needed on sites, and therefore it is recommended that this money is reallocated to spend on rest areas for staff. An analysis of the number of staff located at each site has also been undertaken to ensure a fair and equitable approach to requests. Discussions are also underway with the medical directorate to align funding and plans to create rest areas as this is also a priority area under the Wales Fatigue and Facilities Charter.

Allocation of Funds

Should the release of this funding be approved, it is proposed that the apportionment of funds following engagement with the Operational Planning and Delivery Programme Meeting and other key stakeholders, be endorsed by the Director of Workforce and Organisational Development (Executive Lead for staff welfare and wellbeing). Progress and assurance reports will be submitted to both the PODCC and CFC via the Discovery Report Action Plan.

Argymhelliad / Recommendation

The Committee is requested to approve:

- Charitable funds expenditure of £180,941 to be spent on creating rest areas for staff across HDdUHB.
- The apportionment of funds following engagement with the Operational Planning and Delivery Programme Meeting and other key stakeholders, be endorsed by the Director of Workforce and Organisational Development (Executive Lead for staff welfare and wellbeing).
- Progress and assurance reports will be submitted to the People, Organisational Development and Culture Committee and Charitable Funds Committee, via the Discovery Report Action Plan.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.20 The following thresholds are approved in the Charitable Funds Procedure: <i>"Expenditure less than £10,000 shall only need approval by the nominated fund manager. All expenditure in excess of £10,000 and up to £50,000 will require the approval of the Charitable Funds Sub-Committee. Expenditure in excess of £50,000 will require the approval of the Charitable Funds Committee. Expenditure over £100,000 will require the approval of the Corporate Trustee".</i>
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback 7. Staff and Resources 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. The best health and wellbeing for our individuals, families and communities 1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 5. Offer a diverse range of employment opportunities which support people to fulfill their potential 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Discovery Report Staff Survey 2021
Rhestr Termiau: Glossary of Terms:	Contained within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Staff Partnership Forum Head of Hywel Dda Health Charities Green Health Coordinating Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Ensuring appropriate use of funds donated / gifted or staff welfare and well-being
Ansawdd / Gofal Claf: Quality / Patient Care:	Investing in staff rest areas will have a positive impact on staff ability to provide excellent services
Gweithlu: Workforce:	Investing in staff rest areas will have a positive impact on staff ability to provide excellent services. It will be crucial to engage with our estates and operational teams to ensure ownership and buy-in
Risg: Risk:	Risk of funds not being utilised in a timely manner Risk of not responding to the needs of our staff, as documented in the Discovery report, when funds have been specifically raised for this purpose
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Risk of not responding to the needs of staff, as documented in the Discovery report, when funds have been specifically raised for this purpose Risk of funds not being utilised in a timely manner
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Ensuring a fair and proportionate allocation of funding