



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	13 December 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Staff Experience: Transforming staff feedback into positive change
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce and Organisational Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Lisa Gostling, Director of Workforce and Organisational Development

**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 Board has given a commitment to supporting the well-being of staff. This has been reflected in the three People Objectives and in the commissioning of the Discovery Report in March 2021.

In September 2021, the Board discussed and approved the Discovery Report on understanding staff experience of working during the COVID-19 pandemic. In discussing the report, the Board delegated responsibility to the People, Organisational Development and Culture Committee (PODCC) to receive an action plan to take forward its recommendations.

It was suggested that the action plan combine the results of three pivotal pieces of work:

- Discovery Report (June 2021);
- Your Wellbeing Matters (February 2020);
- Staff Survey (November 2020).

These pieces of work provided staff with the opportunity to bring to life what it felt like to work at Hywel Dda University Health Board (HDdUHB) at a specific point in time. It provides insight into how the workplace culture could evolve to be part of the contribution to the culture change journey and making HDdUHB a great place to work.

It is pleasing to note that existing workstreams and plans to support the well-being of staff have already been presented as part of the Annual Recovery Plan 2021/22 approved by Board in September 2020. As PODCC is aware, the Organisational Development (OD) objectives included in the Plan on a Page are progressing well and on track to deliver commitments.

The action plan presented is about the next step in our journey that builds on existing plans. This will form part of our wider culture change work and our plan on a page for 2022/23.

It is welcoming that the Board is committed to this agenda and that PODCC will be dedicating time to learn more about the culture agenda and gain assurance on behalf of the Board.

## Cefndir / Background

Culture is vitally important to how an organisation works and has a major influence on how people behave within the workplace. It can drive positive and negative experiences depending on what it looks like. This in turn impacts on how staff feel about coming to work, behaviours and ultimately the care provided to patients as noted in the Workforce and OD Strategy:

***“Our staff are our greatest asset. Without them we could not deliver our diverse range of services at local, regional and national levels. Without them, we cannot design and deliver future services which will provide excellence in patient care and meet user, carer and public expectations. We value our current workforce and their recruitment, retention, education and development are key factors to our success. This, coupled with levels of engagement, job satisfaction and motivation in working for the Health Board are crucial.”*** (Workforce and OD strategy, 2020-30).

From the three staff experience research pieces cited above, a rich source of evidence has been gathered regarding how staff feel about working at HDdUHB. Staff have identified what is good and what could be improved with regard to working at HDdUHB and the Executive Team and the Board have listened intently to the feedback presented.

This plan is now about supporting an evolving organisation to challenge itself and continue to support staff needs in transforming the experience of staff, in particular to take forward our Workforce and Organisational Development Strategy 2020-30 and supports its aim to:

***“build a connected and people focused organisational culture based on shared understanding, strong links to our organisational values of working together to be the best we can be –Striving to deliver and develop excellent services - and putting people at the heart of everything we do”.***

The research conducted has provided a broad understanding of what is important to staff in creating a culture where people can thrive. By cross-referencing the three pieces of work and aligning the feedback generated, we now have an insight into what is important to staff in nurturing a positive culture:

1. Growing inspirational leaders;
2. Creating spaces and ways of working that enable our people and services to thrive;
3. Creating the working experience that enable our people and services to thrive;
4. Putting Wellbeing at the heart of HDdUHB;
5. Building on the COVID-19 team spirit;
6. Enabling learning and innovation.

The plan combines all actions from the Discovery Report, Staff Survey and Your Wellbeing Matters survey into one integrated plan and has been cross-referenced with existing Plans on a Page and across the three data sets. Not only has this ensured alignment in activity, it has also identified potential new plans that will be required from 2022 onwards, e.g. staff retention.

Further new Plans on a Page to support these key themes will be developed as part of the Integrated Medium Term Plan (IMTP) planning process.

## Asesiad / Assessment

HDdUHB aspires to create a compassionate, collaborative and appreciative culture at HDdUHB and this action plan addresses some of the challenges that will help achieve this and will work alongside the Workforce and Organisational Development Strategy 2020-30. The

action plan will form a part of our People Culture Plans across the organisation to enable Organisational Development Relationship Managers, in driving the culture change agenda.

Common themes have been identified across all three pieces of research and a vision has been developed for each theme which has been informed by staff.

The action plan is based on the following themes:

## 1. Growing inspirational leaders

### ***What have staff told us?***

*We need to re-purpose our leadership offer and support our staff to be confident, compassionate and capable leaders who inspire excellence and improvement and deliver results.*

### **Why is it important?**

Research by the Kings Fund reveals that leadership is the most significant influence on culture. Every interaction by every leader, every day, shapes the culture of the organisation. Therefore, there is a requirement for leadership to be focused on ensuring constant commitment to all the elements that contribute to a nurturing culture. In addition, there is a requirement to ensure there are leaders, and a pipeline of leaders, in place to provide that focus.

To help achieve this, the following are proposed:

- *Reviewing the leadership offer to staff;*
- *Developing programmes to support leaders to 'lead change';*
- *Develop a Rising Stars programme to capture potential and support growth and talent at HDdUHB; and*
- *Embed values-based recruitment, seeking compassionate leadership behaviours as a core requirement of job descriptions.*

## 2. Creating spaces that enable people and services to thrive

### ***What have staff told us?***

*We need to relook at our spaces to ensure that they are fit for purpose and support staff well-being. This involves understanding what workplace changes we can make to support the recruitment and retention of our staff.*

### **Why is it important?**

Staff highlighted the need to 'get the basics right' in the workplace to enable them to do their jobs effectively. In addition to this, HDdUHB is facing a recruitment and retention challenge in specific areas with one of the main reasons that people leave being work-life balance.

To help get the basics right, the following is proposed:

- *Undertake research to identify other models of shift patterns / ways of working that challenge the '12 hour shift' current way of working for nurses and other frontline staff;*
- *Exploring good practice in shifting the mindset from managing services to managing people;*
- *Explore agile working models and what they could look like for different roles across the health board;*
- *Create rest areas for staff to support their recovery and ability to take breaks when needed.*

### **3. Creating the working experience that enable people and services to thrive**

#### ***What have staff told us?***

*Where teams felt supported during the pandemic and had a sense of belonging, were trusted to do their jobs and felt appreciated, they thrived. We need to evolve the working experience to support staff to do their job most effectively.*

#### ***Why is it important?***

*Creating a positive and safe working environment has so many benefits on team working, well-being, job satisfaction and how people feel about their employer. Showing appreciation for colleagues, enabling open discussions and providing trust and autonomy for staff will boost morale, creativity and effectiveness.*

*To enable this to happen, we are proposing to:*

- *Develop a definitive attraction and recruitment plan;*
- *Develop a specific retention plan to reduce turnover over the next 18 months;*
- *Identify ideas on allowing time to rest, reflect and recharge by legitimising space and time for teams to take time out and reflect on shared experiences and build new futures.*

### **4. Putting well-being at the heart of HDdUHB**

#### ***What have staff told us?***

*Staff want to feel safe and secure in the workplace and truly appreciated the camaraderie and kindness that was demonstrated during the pandemic and want it to continue into our future workplace so that we can ensure that everyday working at Hywel Dda is a good day.*

#### ***Why is this important?***

There is a requirement to focus on well-being in the workplace and staff well-being should be at the heart of everything. Irrespective of the pandemic, staff deal with trauma and loss frequently. Staff felt that people were kinder and more interested in each other's well-being during the pandemic, and this compassionate camaraderie was valued and appreciated. Staff are used to asking patients how they are, and need to get into the mindset of asking each other too. What staff valued during the pandemic was where colleagues showed personal appreciation and staff appreciated when they were thanked and valued for their commitment and achievements.

*To help us evolve, we are proposing:*

- *Evolving the 'well-being offer' – providing assistance to staff to help on resource advice;*
- *Develop Trauma therapy offer for staff;*
- *Develop process for 'Team Recovery Plans' to support team recovery;*
- *Develop awareness raising sessions for staff and teams – importance of rest, addressing barriers and legitimising recovery.*

### **5. Building on the COVID-19 team spirit**

#### ***What have staff told us?***

*Investing our time and energy to develop strong teams, building on the team spirit that thrived during the pandemic, is critical to building effective teams and services. Where local teams worked in a collegiate way across hierarchies and services, they felt better connected, better informed and had a better sense of purpose.*

### ***Why is this important?***

A highlight from the Discovery Report was how people felt a strong spirit of camaraderie and a sense of belonging to their teams during the pandemic. Teams that worked well all mentioned a collegiate working environment and expressed how teams pulled together and worked well together with the one shared focus on getting patients better and keeping each other safe. Colleagues were incredibly gracious and forgiving even when fatigue took hold and people became snappy; the teams supported each other without criticism or judgement.

*To help sustain this team spirit, we are proposing to:*

- *Develop Team Recovery package via our well being service;*
- *Implement ways of working that support a team approach to rostering;*
- *Develop a coaching programme to support our leaders to enable team spirit, autonomy and responsibility;*
- *Embed the ability for reflective actions – enabling teams to take time out and reflect when needed.*

## **6. Encouraging learning and innovation**

### **What have our staff told us?**

*Staff want to continuously identify new and better ways of working, and want less red tape to enforce new ideas. They want the Health Board to develop ways of working that focus on continuous learning, quality improvement and innovation.*

### **Why is this important?**

There is a need to adopt a learning culture and embrace opportunities to learn and improve. There is so much to learn across all parts of the system in terms of how the pandemic was dealt with and there is a need to be open to understanding how this informs our future. Having an ongoing routine where new knowledge, answers, and skills are sought to continuously improve, means that talent that is constantly innovating, rethinking, and formulating new ways of working can be fostered.

*To enable this, we are proposing:*

- *Creating a virtual Ideas Hub – a place where staff can submit ideas for improvement, supported by a clear and simple decision making process;*
- *Embed shared learning opportunities across the health board to ensure that there is dissemination of good ideas and practice;*
- *Facilitate learning events to identify creative ideas about how we can continue to evolve as an organisation.*

This action plan is an important piece of the jigsaw in our culture change programme of work, because it reflects what staff have said is important to them and the learning from their experiences during the initial stages of the pandemic. The findings will be measured via tier one targets progress, plans on a page progress and the monthly survey of which 1000 staff will form part of the Board measures on staff experience. This will also link to the work on People Culture Plans and the intelligence gathered by the Organisation Development Relationship Managers. There will be a two tiered approach in the culture change work; front stage work will be undertaken, as well as some backstage work to be effective in culture change. Every conversation in itself will be an organisation development intervention. However, such back

stage actions cannot be defined or described, or they will undermine the trust which is required to undertake them. This action plan will form a part of the front of stage work.

### **Argymhelliad / Recommendation**

The People, Organisational Development & Culture Committee is asked to:

- Endorse the recommended actions contained within the report.
- Receive progress reports on a six monthly basis, commencing in June 2022.

### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	To be confirmed
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback Governance, Leadership & Accountability 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

### **Gwybodaeth Ychwanegol:**

#### **Further Information:**

Ar sail tystiolaeth: Evidence Base:	Ongoing staff experience and thematic analysis
Rhestr Termiau: Glossary of Terms:	Contained 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:	Not applicable.

### **Effaith: (rhaid cwblhau)**

#### **Impact: (must be completed)**

<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not applicable.
---	-----------------

<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not applicable,
<b>Gweithlu: Workforce:</b>	Potential positive impact on staff morale and future engagement opportunities.
<b>Risg: Risk:</b>	There is a risk that if we do not demonstrate to staff that we are listening to their feedback and taking action in specific areas, they will lose trust in the organisation.
<b>Cyfreithiol: Legal:</b>	Not applicable,
<b>Enw Da: Reputational:</b>	It is important to show staff that we are listening to their feedback and where practicable, taking forward their suggestions.
<b>Gyfrinachedd: Privacy:</b>	Not applicable.
<b>Cydraddoldeb: Equality:</b>	Not applicable.

## Attachment 1

### 1. Growing inspirational leaders

**The Vision: We need to re-purpose our leadership offer and support staff to be confident, compassionate and capable leaders who inspire excellence and improvement and deliver results.**

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT			PLANNING OBJECTIVE	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Review leadership strategy as an organisation – rethinking what we think leadership is about and reflecting this in succession planning, talent management and transformation plans	X	X	X	PO 2H	JULY 2022
Rethink the leadership offer to staff, informed by good practice from across various sectors and disciplines	X			PO 2H	OCTOBER 2021
Refocus and communicate expectations of leaders in terms of leadership style, attitude and behaviour	X			PO 2H	JULY 2022
Ensure leadership expectations are embedded into recruitment processes via 'Values based recruitment' – reinforcing the leadership values and behaviours that are needed to nurture the type of culture required	X			PO 2H	MARCH 2022
Develop programmes to support leaders to 'Lead Change' - Providing information and support to enable teams and services to design and implement change	X			PO 2H	MARCH 2022
Evolve our approach to identifying, managing and retaining talent by: <ul style="list-style-type: none"> <li>- Developing a proactive succession planning strategy</li> <li>- Reviewing the approach to talent management</li> <li>- Develop a Rising Stars programme to capture potential and support leaders to grow at HDdUHB</li> </ul>		X	X	PO 2H	MARCH 2023
Create a more visible and connected communication channel and leadership model via People Culture Plans and Culture Reset Programme	X	X	X	PO 1G	FEBRUARY 2022



## 2. Creating spaces that enable people and services to thrive

The vision: Adapt spaces to support staff to do their job effectively

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT			PLANNING OBJECTIVE	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Understand what workplace changes can be made to support recruitment of staff	X	X	X	PO 1F, 1A	MARCH 2022
Understand what workplace changes can be made to support retention of staff	X	X	X	New PO	MARCH 2023
Undertake research to identify other models of shift patterns / ways of working that challenge the '12 hour shift' current way of working for nurses and other frontline staff	X			New PO	JULY 2022
Explore co-production of shift patterns and rota management	X	X		PO 1F, 1A	MARCH 2022
Re-allocate Charitable funds money to create rest areas for staff	X	X		PO 1I	APRIL 2022
Identify ideas on allowing time to rest, reflect and recharge by legitimising space and time for teams to take time out and reflect on shared experiences and build new futures	X			PO 1H	MARCH 2022
Evolving the working environment at such pace during the pandemic has now opened the door to redesigning the environment as we go forward. Can the meaning of work in people's lives be transformed? Develop a way of working that enforces a sense of belonging and people feel cared about, coupled with providing flexibility and agility	X			PO 1H	MARCH 2022

## 3. Creating the working experience that enable people and services to thrive

The vision: Evolve the working experience to support staff to do their job effectively

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT			PLANNING OBJECTIVE	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Develop a definitive attraction and recruitment plan	X		X	PO 1F, 1A	MARCH 2022
Develop a specific retention plan to reduce turnover over the next 18 months	X	X	X	New PO	MARCH 2023

Identify ideas on allowing time to rest, reflect and recharge by legitimising space and time for teams to take time out and reflect on shared experiences and build new futures	X	X	X	PO 1H	MARCH 2022
People Culture Plan delivery and implementation to evolve and transform the meaning of work in people's lives. Develop a way of working that promotes a sense of belonging and people feel cared about, coupled with providing flexibility and agility	X	X	X	PO 1G	MARCH 2023

#### 4. Putting well-being at the heart of HDdUHB

**The vision: Ensure that everyday working at HDdUHB is a good day**

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT			PLANNING OBJECTIVE	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Create a greater awareness and focus among managers and staff of what support there is for staff wellbeing Initiatives should be employee led and adapted to suit various workforce challenges and demographics	X	X	X	New PO	JUNE 2022
Raise awareness of well-being across generic staff & upskill managers to embed well-being principles into their day to day leadership style	X	X	X	New PO	JULY 2022
Reviewing and evolving the 'well-being offer' and ensuring it is fit for purpose	X	X	X	New PO	DECEMBER 2022
Develop Trauma therapy offer for staff	X	X	X	New PO	NOVEMBER 2022
Develop process for 'Team Recovery Plans' to support team recovery	X	X	X	New PO	DECEMBER 2021
Develop awareness raising sessions for staff and teams – importance of rest, addressing barriers and legitimising recovery	X	X	X	PO 1H	JANUARY 2022
Undertake scoping exercise / gap analysis exercise to determine what the future well-being offer for 2022-24 will be	X	X	X	New PO	SEPTEMBER 2022
HDdUHB is required to identify the areas where emotional and psychological support (e.g. respiratory, COVID-19 wards, Intensive Care Unit) are needed most and target them specifically to allow them to pause and reflect	X	X	X	PO 1H	MARCH 2022

There is also a requirement to review intense working arrangements, across clinical and administrative services by proactively encourage breaks, taking time away from the ward / computer and give people the ability to review and action	X	X	X	New PO	DECEMBER 2022
---	---	---	---	--------	---------------

## 5. Building on the COVID-19 team spirit

**The vision: Invest time and energy to build strong teams, building on the team spirit that thrived during the pandemic**

ACTION	STRATEGIC ALIGNMENT			PLANNING OBJECTIVE	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Embed the ability for reflective actions – enabling teams to take time out and reflect when needed	x	x	x	PO 1H	MARCH 2022
Develop people culture plans to co-produce vision with teams	x	x	x	PO 1G	APRIL 2022
Develop a coaching programme to support leaders to enable team spirit, autonomy and responsibility	x	x	x	PO 2H	MARCH 2022
Creating a rolling 'You Said, We Did' programme to show staff their feedback is being listened to and is achieving impact	x	x	x	PO 1H	JANUARY 2022

## 6. Encouraging Learning and Innovation

**The vision: Develop ways of working that focus on continuous learning, quality improvement and innovation**

ACTION	STRATEGIC ALIGNMENT			STRATEGIC ALIGNMENT	BY WHEN
	Discovery Report	Your Well Being Matters	Staff Survey		
Embed shared learning opportunities across HDdUHB to ensure that there is dissemination of good ideas and practice	x			New PO	MARCH 2022
Facilitate learning events to identify creative ideas about how the organisation can continue to evolve	x			New PO	MARCH 2022
Create a virtual Ideas Hub – a place where staff can submit ideas for improvement, supported by a clear and simple decision making process	x			New PO	MARCH 2022
The need to adopt a learning culture and embrace opportunities to learn and improve. There is so much to learn across all parts of the system in how the pandemic was dealt with and a requirement to be open to understanding how this informs the future	x	x	x	New PO	MARCH 2022