



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	03 February 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Culture and Principles of Engagement
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce & Organisational Development (OD)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Christine Davies, Assistant Director of OD Sarah Jenkins, Head of People & Organisational Effectiveness

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

We are embarking on a programme of culture change across Hywel Dda University Health Board (HDdUHB). The new team of Organisation Development Relationship Managers (ODRMs) will work as conduits to link our Workforce & Organisation Development teams and our services. We will work with our services to create People Culture Plans to really drive the culture change from the ground. Our focus is to build trusting relationships with our leaders, our staff side and our staff. The way we do this will be critical to its success.

We are on a culture change journey. This report tells the update on the story of the journey so far and highlights how we intend to work as a team of ODRMs across HDdUHB, with our Workforce & OD colleagues and the wider services to collectively achieve this culture change and give the opportunity for *every day to be a good day at work* in HDdUHB.

The report builds upon an In-Committee People, Organisational Development & Culture (PODCC) discussion in December 2021 and outlines how we will work with PODCC going forward.

**Cefndir / Background**

Previous reports have identified the work being undertaken to provide a voice for staff and the learning already gained from reviewing the messages from staff surveys. The voice of staff has informed the development of Our People Culture Plans, which will be used as a guide to take HDdUHB on a culture change journey.

**Making Every Day a Good Day at Work In Hywel Dda – Our OD Relationship Managers**

The ODRM Team have been working on key projects as part of their induction, to ensure People Culture Plans truly reflect what staff have said are important to them. They have been building their capacity to act as conduits to the wider OD services. The aim is to create a culture in HDdUHB that really makes every day a good day at work.



# OUR CULTURE

We want to create a Compassionate, Collaborative and Appreciative Culture in Hywel Dda where everyone can be their best selves at work. A great place to work which is inclusive in our approach so everyone, regardless of role, band, background has the potential to have *a good day at work.*

Branding the **our people and culture plan**



*Bringing together the pieces that make a*  
**GOOD day at WORK**

**Why are these colours used?**  
The four colours used in the above graphic are made up of two (dark blue and gold) that are present in the Hywel Dda University Healthboard logo and two (light blue and green) that are the colours of the medical scrubs most frequently used by NHS staff.

**Why Jigsaw pieces?**  
There are many pieces that go into making the NHS such a respected and well-loved institution, just as there are many pieces which need to fall into place for its staff to have a good day at work. Thus the title: Bringing together the pieces that make a GOOD day at WORK.

**Why are GOOD and WORK capitalised and in bold?**  
This is, obviously, to draw attention to the words GOOD and WORK, both as an aspiration for all NHS staff and also as a recognition of the importance of the work they do by the people it serves- in fact, GOOD barely covers it.

The OD People Culture Plans have been co-created with Trade Union colleagues, and focus will be on the following themes as the cultures across our services are better understood:



#### Current Focuses:

- *Having a Voice & Being Heard* - this is the cornerstone of what People Culture Plans should be based on. “*Keeping our staff in the driving seat*” for all we do. We will ask them how they want us to engage (personal, media, writing, groups, etc.).
- *Wellbeing, Safety & Trust* - this aligns with having a voice and being heard. We will not hear our staff’s voices unless we have this. So they sit hand in hand. It is recognised our system pressures and staffing levels will have a big impact on this.
- *Our compassionate leadership* – we need to tap into the leadership potential to enable any culture change that could happen. We need to get our leaders to recognise their role in leading people and how compassion can really motivate performance. It is also intrinsic to our values in HDdUHB.
- *Healthy Working Relationships* – linked to our national Agenda with the introduction of the Respect & Resolution Policy.
- *Retention* – we want to make sure our staff stay with us, enjoy their time and be their best selves at work.

#### Asesiad / Assessment

##### **The way we would like to work with PODCC to respect the trust we want to build**

Our interventions will require confidentiality, respect and trust. Our role is to build great relationships. We want to focus on creating space where wellbeing, safety and trust is at the heart of our interventions, not only within the ODRM Team, but across OD and wider in Workforce & OD. It is a cornerstone of our People Culture Plans. We have to be the change we want to see.

We have created “Our Guiding Principles” to ensure we all appreciate and understand how we will work with our staff and services (Please refer to Appendix 1).

We need to ensure that our brilliant people have a voice in HDdUHB. They will not do this unless they feel safe and trust us. It is why “*Having a Voice and Being Heard*” and “*Wellbeing, Safety & Trust*” are cornerstones of our People Culture Plans. This is what staff have said are important to them. We recognise that the past 20 months has been one of the most challenging

experiences for our staff in their roles and their lives. Indeed this winter is likely to be one of our most challenging. We are committed to ensuring we value our staff's opinions and work with them to create a great place to work. Even when things are challenging, we can still create an environment that nurtures, appreciates and supports our staff wellbeing and experience. With this comes a responsibility and a privilege. We need to take what is said respectfully and ensure we respect the trust placed in us to use the information to do the right thing and make a difference.

For our staff and leaders to come forward and speak to us, various components need to be in place:

- An executive sponsor, to ensure that appropriate action can be taken arising from what we hear;
- Such work could involve complex personal relationship/professional code/professional challenges etc. It is therefore important not only to have executive sponsorship, but also support through the general management line, together with Nursing, Medical and Therapies professional lines. This will enable any action that needs to be taken;
- The purpose is to help us learn as an organisation and address cultural challenges; this takes time and requires influence and coaching;
- Our aim is to deal with the heat in the system, and also with the longer-term cultural challenges. Only by focusing on the latter can we ensure a grounding to change our culture.

It is essential that we are trusted in what we do. That our interactions are confidential, but that we provide sufficient information in terms of themes and interventions for assurance. This is how we will report and deal with any "heat" issues to ensure appropriate updates as and when it is appropriate. We recognise it is also important to consider when we move an issue from In-Committee into the full Committee to highlight the work of OD. How we will evidence our interventions will require careful thought to ensure confidentiality. We recognise it would not be appropriate to detail disciplinary action being taken, but providing more of a highlight of themes of concern and assurance that appropriate action plans are in place to address these. There may be appropriate triggers that can be considered In-Committee that will then require us to provide appropriate assurance to full Committee. This may be following, for example, exploration of staff survey reports or concerns being raised by staff directly. We recognise there will be a need to provide appropriate assurance of intervention and attempts to settle or resolve matters appropriately. The elements addressed above will be even more critical in considering the way this is undertaken and when.

### **Timing and Progression of Culture Change**

Whilst there is no definitive timeframe that we can attach to culture change, theorists have predicted that it takes anywhere between 2 to 7 to 10 years to achieve a sustainable change in culture. What is widely accepted is that the more mature, large and complex an organisation is, the longer culture change will take. The size of the organisation, the commitment of the organisations leaders to the change and the resources available all impact on the length of time that culture change will take. If operational needs are too demanding and if leaders are not able to commit fully to the change it may be best to wait. Cameron & Quinn (2011) propose that when undertaking culture change you should expect a multi-year effort and take a non-linear process to achieve sustainable culture change.

There is also commentary which challenges that aspects of culture change has to take a long time. *DO OD*, the OD resource for NHS England, believes it can be immediate, and it happens through the conversations between people. Both are right, the main focus is on doing things that impact the longer term culture. There is an opportunity in every moment for each

conversation to be an OD intervention. Over time, these conversations change the perception and feel; attitude and beliefs about cultural norms.

Given the size and the complexity of our organisation, alongside the 'perfect storm' we are facing this winter, we may need to expect an evolution not a revolution. Significant change takes time, especially if we want to engage and involve people. We will see quick wins and some significant changes along the way, but people are loyal to existing culture not our change strategies. Kotter (2006) proposes that transformational change initiatives often fail as organisations fail to create a powerful enough guiding coalition. Success depends on a powerful coalition; in terms of titles, information and expertise, reputation and relationships. This coalition is required to grow over time to enable sustainable change to happen. Given the challenges facing our organisation at present, can we be sure that this guiding coalition and the sense of urgency needed to initiate large scale change can be realistically obtained? Taking this into account, we are focused on incremental intervention where this is necessary and where we can align with our early adopters.

As Edgar Schein once said that 90% of our behaviour in organisations is driven by cultural rules, we do need to allow time for behaviours to change. It is worth remembering that behaviours do not become habits until they are proven to be durable over time and under different circumstances, it does take time to change ingrained behaviours, the conditions for behaviour change must be right and the organisation and people must be change ready. It is this reason that leadership capability will be focused on in year one. We need to tap into the potential of our leaders across our organisation to create culture change. One of our first year priorities will be on getting our leaders to recognise their roles as leaders of people, not only services.

### **System Pressures**

Culture change does not occur in a vacuum and it would be wrong to consider our current approach without reflecting the system challenges. This is having an impact on both our ability to progress some work we would like to, staff's willingness to raise matters and our ability to make long-term interventions. Our system is highly pressured and capacity to engage for both leadership and staff are challenged. We are recognising that staff are more anxious to raise concerns, matters are more challenging to address, time is needed to ensure the system is still managed and safe decisions taken. This will inevitably impact our ability to tell our culture change journey story, ability to do the work and any long term impact it may have.

The system challenges are having an inevitable impact. It is challenging our leadership and any programme of culture change. The fundamental strain on our systems, increased patient acuity and numbers and low levels of staffing will mean that basic needs for some staff cannot be met. Our focus needs to be on getting through winter. There is a risk of taking action in the context of culture change, for short-term fixes. Activity can be driven by a need to "do something", when it will not necessarily serve the needs of our staff right now. Indeed, such frenzied activity could be more detrimental than supportive for our staff in the long-term given current staff levels. We need to ensure a balance of short-term intervention support and long-term changes, to help manage capacity within the OD service.

There is an increased demand within existing OD resource capacity. We want to ensure we are absolutely focused on the work that will enable our culture change long term. It is likely that not being able to offer support when it is asked for could increase the risk of work-related stress, team dysfunction, etc. and this in turn could contribute to higher turnover or intention to quit. Our commissioning arrangements are seeking to manage work programmes by considering risk and need. We have created a commissioning space where all OD intervention requests are fed through. This allows the Heads of Service to have a review of need and risk. It

also ensures appropriate Executive sponsorship for the work we do. Our Head of People and Organisation Effectiveness holds responsibility to ensure an overall strategic approach and that it impacts the longer term culture change goals as well as the here and now. In terms of meeting the needs in the system, there is a risk here that important needs go unmet due to capacity and demand, and this could increase turnover.

### **Cultural Challenges in Service Areas & Progression towards Organisational Health**

There are a number of areas across HDdUHB where significant challenges are presenting and these have been discussed at In-Committee in order to provide assurance that appropriate OD interventions are in place to support leaders and staff in those areas. It has been agreed that progression and impact reports will come through to the full Committee as and when the interventions have been completed.

We are making progress on our culture change journey. Recognising that culture change can take years to happen, it is already starting to show. Telling stories and conversations are important, as this is what starts and perpetuates culture change. We are already noticing some inspiring visions of hope:

- conversations are changing;
- compassionate behaviours are being used in some areas to ensure we focus on the right things;
- there is a greater willingness to talk about the difficult and challenging; and;
- teams are reaching out for help and support to address long standing issues associated with behaviours and relationships.

It is concerning that the voice of staff is being highlighted through anonymous letters and we need to focus on ensuring open dialogue about concerns. Retention is a concern and a separate programme of work is being developed to reduce turnover over the next 18 months. We know that our latest staff experience capture from our Discovery Report gives us a starting block to focus on, however there is a need for us to undertake more work to better understand how we retain our staff as a priority. This information will all help inform our people insights reports which will feed into developing our People Culture Plans for each service areas. We have started initial conversations with some of services (some are unable to do so due to capacity) to ensure a focused approach to co-creating our People Culture Plans with staff, leaders and staff-side, which will inform our actions moving forward.

Top level sponsorship from PODCC is important to ensure that the staff voice is taken seriously. However, there needs to be a balance around pace and expectation of resolution, i.e. a loose rein allowing the OD Team to do its work through the relationships of trust and credibility. Reflection space is critical to doing this right, and is therefore not a quick solution. It is incumbent upon us to ensure calmness in what we do and how we do it. The Committee is asked to have confidence in the framework we are establishing, to ensure this work can be undertaken.

### **Argymhelliad / Recommendation**

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

1. Note the Guiding Principles and the frameworks being developed to undertake this work;
2. Endorse the proposed way of working with the Committee;
3. Endorse the use of staff stories to bring to life the challenges being faced and why we are acting as we are; and
4. Endorse the approach that we will present a report to PODCC as we have a culture change story to tell, or a concern to raise to ensure more effective reporting.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.3 Ensure robust mechanisms are in place to foster a strong and high performance organisational culture of effective leadership, innovation and continuous improvement, in accordance with HDdUHB's values and behaviour framework, future-proofed to ensure their continuity and success.
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):	7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Working together to be the best we can be
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report</a>	10. Not Applicable

<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Not applicable.
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Sesiwn Y Pwyllgor – Y Pwyllgor Diwylliant, Datblygu Sefydliadol a Phobl: Parties / Committees consulted prior to In Committee People, Organisational Development & Culture Committee:	Not applicable.

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable.
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable.
Gweithlu: Workforce:	Explicit within the report.

<b>Risg: Risk:</b>	Not applicable.
<b>Cyfreithiol: Legal:</b>	Not applicable.
<b>Enw Da: Reputational:</b>	Not applicable.
<b>Gyfrinachedd: Privacy:</b>	Not applicable.
<b>Cydraddoldeb: Equality:</b>	Not applicable.



Appendix 1



# OUR GUIDING PRINCIPLE

<p>We will treat all employees as adults, consumers and human beings and will tirelessly support our managers to be compassionate leaders.</p>	<p>We will fully engage with our staff, trade unions, managers and leaders through strong, trusted and valuable relationships.</p>	<p>We will operate with integrity, in a confidential and non-judgemental way.</p>
<p>We will be the conduit to the Centres of Excellence within the WOD team.</p>	<p>We are brave and have the courage to transform.</p>	<p>We will value the opportunity to be able to support our colleagues and <b>accept the privilege with honour.</b></p>
<p><b>Using our language and behaviour will role model the changes we want to see.</b></p>	<p>We will be a critical friend to the departments that we support; using knowledge, experience and values to positively influence change.</p>	<p>We will be inclusive and flexible in our approach – we will <b>not</b> be a 'one size fits all' service. Each People Culture Plan will be bespoke.</p>
<p><b>We will aspire to help create a compassionate, collaborative and appreciative culture.</b></p>	<p>We want to <b>inspire</b>, create <b>positivity</b>, instil <b>confidence</b>, <b>support</b> and <b>enable</b> via an approach that has <b>compassion</b> and <b>kindness</b> at its core.</p>	<p>We want to actively listen, learn and represent the voice of our colleagues – we will tell their stories.</p>
<p>We want to ask the curious questions and respectfully disrupt the way things the status quo – when necessary.</p>	<p><b>We will do what we say we are going to do!</b></p>	<p>We understand it will be hard at times; we know there are no quick fixes however we are <b>wholly committed to going the distance.</b></p>
<p>We will ask our colleagues to contribute fully, to feed from our passion, to courageously engage and to work with us to be the change we all want to see.</p>		

*Let's make every day a good day at work!*