



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	15 DECEMBER 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Culture Change – A holistic review of Our Organisation Development Work to Date (1 year review)
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce and OD
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Christine Davies, Assistant Director of OD Sarah Jenkins, Head of People and Organisation

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

### ADRODDIAD SCAA

#### SBAR REPORT

##### Sefyllfa / Situation

This reports provides an update of the cultural progression work over the last 12 months, particularly in relation to the following Planning Objectives (PO's):

- 1G. People Culture Plans
- 2K. Actions from the Staff Discovery Report
- 2L. Retention of staff

Reflecting on the enormous sacrifice and contributions made by our Hywel Dda Staff during the pandemic, the Board gave a commitment to support the wellbeing of our staff and consequently commissioned a Staff Discovery Report in March 2021. The findings of this report, together with staff surveillance data from a Hywel Dda Nurse and Midwifery (Your Well Being Matters) survey in February 2020 and our results from the NHS Staff Survey (November 2020), provided our staff with the opportunity to have their voice heard and to bring to life what it had felt like to work in Hywel Dda at a particular point in time. Hearing those messages has given the organisation an opportunity to evolve our cultural journey and our workplace experience for our much-valued staff.

A subsequent piece of surveillance work, the Medical Engagement Scale (June 2021) has also helped to define our direction of travel in that cultural journey.

Cultural building blocks have been put in place for Hywel Dda in 2022. Those that our staff would value and were important to them locally, and those that would set the organisation up for attracting and retaining staff with the right values and beliefs to serve our patients and our population.

##### Cefndir / Background

This report provides a progress update in relation to the three specific planning objectives above, but it is also necessary to acknowledge here the pioneering work, underpinned by the

concept of HR Disruption, that is going on in the other pillars of Workforce and OD to support our cultural intent. Some examples of that work include:

- Revision of policies and simplification of them for ease of application
- Promoting proactive healthy working relationship approaches
- Learning from Employee Relations cases
- Revision of recruitment practices after listening exercises with Staff and Managers
- Adapting our approaches to onboarding and induction of our staff
- Listening and learning from the experiences of our BAME; LGBTQ+; Carers staff etc so that we can embrace a wider culture of inclusion and belonging
- Encouraging the wellbeing of our staff through our innovative Making a Difference programme.
- Exemplary work towards an integrated Workforce & OD dashboard so that we can understand more about our workforce.

A significant element of enabling this cultural journey has been the positive trusting relationships we have worked on and built with our staff side colleagues. None of this cultural progression would have been possible without their energy and dedication; robust challenge and commitment to do the right thing at every step. Our staff are invaluable in helping us make this cultural transformation and their role is pivotal in its success to date and it will continue to be as we make progress together.

This has been an unprecedented year in the lives of our NHS Staff: coping with successive waves of a global pandemic and responding to the challenge of resuming normal service for those patients who had been unable to receive treatment as a consequence of the pandemic. Dealing with that volume of public/patient expectation whilst already exhausted from the COVID-19 waves has resulted in “fractures” in relationships and teams on occasions and the Organisational Development (OD) Team has stepped into a “react, respond and contain” phase so as to provide essential support to front line service leaders, staff and their teams.

Supporting and maintaining the resilience of leadership and staff in our system has been a key feature of our OD work in 2022.

## **Asesiad / Assessment**

### **Listening and Learning from Staff Experiences**

The feedback from the surveillance and the discovery work highlighted three key questions:

- A) How are we listening to our staff and is our culture safe enough for people to raise issues?
- B) How are we maintaining our staff morale through our recognition and appreciation processes?
- C) How are we supporting the wellbeing of our staff?

#### **A) Listening to our staff**

The OD Team has worked hard to put in several foundational building blocks to support that cultural evolution. Some examples of these are listed below:

- 1) On-going monthly Board outcomes survey consisting of the key “climate” questions from the national staff survey and a series of additional questions to reflect Hywel Dda’s values and strategic goals. Each member of staff is invited to participate during each year, enabling us to have a feedback loop relating to staff engagement. As our data bank builds, we can compare and contrast staff groups and specific service areas, all helping to build a richer understanding of our culture on the ground and as it is experienced due to contextual or environmental factors.
- 2) We have launched a Work in Confidence platform this year (May 2022) where any member of staff can raise issues anonymously, in a psychologically safe environment, and with access to individuals whom they trust and have the relevant subject matter experience.

Since the launch we have 133 users registered, with 35 anonymous conversations raised, 26 of which have been resolved and closed. Each conversation is anonymous and therefore dealt with sensitively, the conversation recipient will try to resolve the concern themselves and only closes a conversation when the person raising the concern is happy with the outcome. Interactions with the service around learning are only given with the staff members consent. We are receiving positive feedback from users of the system around it providing them psychological safety to raise and discuss issues that they previously would not have felt comfortable to do so. Each individual is asked whether the response from the manager was helpful

An example of the Work in Confidence intelligence being gathered is contained in Appendix 1.

- 3) In December 2021, we implemented a 'Thinking of Leaving' survey. This was a temperature checking tool which gave us a snapshot of what was influencing colleagues' desire to leave their roles. To date (3 November 2022) this has had 192 respondents. From that number, 42 people have opted for a follow-up conversation with a member of the Culture & Workforce Experience Team. Whilst the high-level impact is difficult to quantify, it has allowed individual colleagues to be listened to and supported by OD colleagues. The staff are asked for the reasons they are thinking of leaving and what would change their minds along with some optional demographics for us to identify any areas of vulnerability.

Appendix 1 also provides more detail of emerging themes.

- 4) The launch of the Respect and Resolution Policy in 2021: There has been a requirement to support staff with informal resolution techniques and independent facilitation of conflict. This method is seen as a more 'adult to adult' approach to support staff.

As part of the All Wales Mediation Network, several staff within the organisation received ILM Mediator training in 2021 as part of the Health Board (HB) commitment to the Network. Mediation requests are beginning to come through, with positive feedback from those involved in the process. One member of staff said that *“the experience was both calm and positive. This has been a very difficult few months for me, but I hope I can start to move forward”*

Requests for facilitated conversations have been coming through the network and we are beginning to see positive outcomes coming from this method of intervention, with positive feedback and a facilitated conversation preventing a formal grievance.

- 5) We have made conscious efforts to actively listen to our staff groups who have previously struggled to get their voices heard. Examples of this are the specific listening exercise

conducted with our SAS Doctors and (Black and Minority Ethnic) BAME Nurses and the establishment of a specific Bullying and Harassment Task and Finish Group. The feedback is helping us to build a more diverse and inclusive culture where all our staff can feel a sense of belonging.

- 6) Working particularly with our staff side colleagues and our focussed theme on retention we have placed a spotlight on understanding why people leave Hywel Dda. In June 2022, a new Exit Questionnaire was created so that those exiting the organisation have different choices about how to complete it. We recognised that we needed to capture intelligence from the vast amount of people who move within departments. We also understand that the ownership of exit interviews needed to be shifted from line managers and that leavers should be encouraged to fill out questionnaires independently without fear of repercussions or bias.

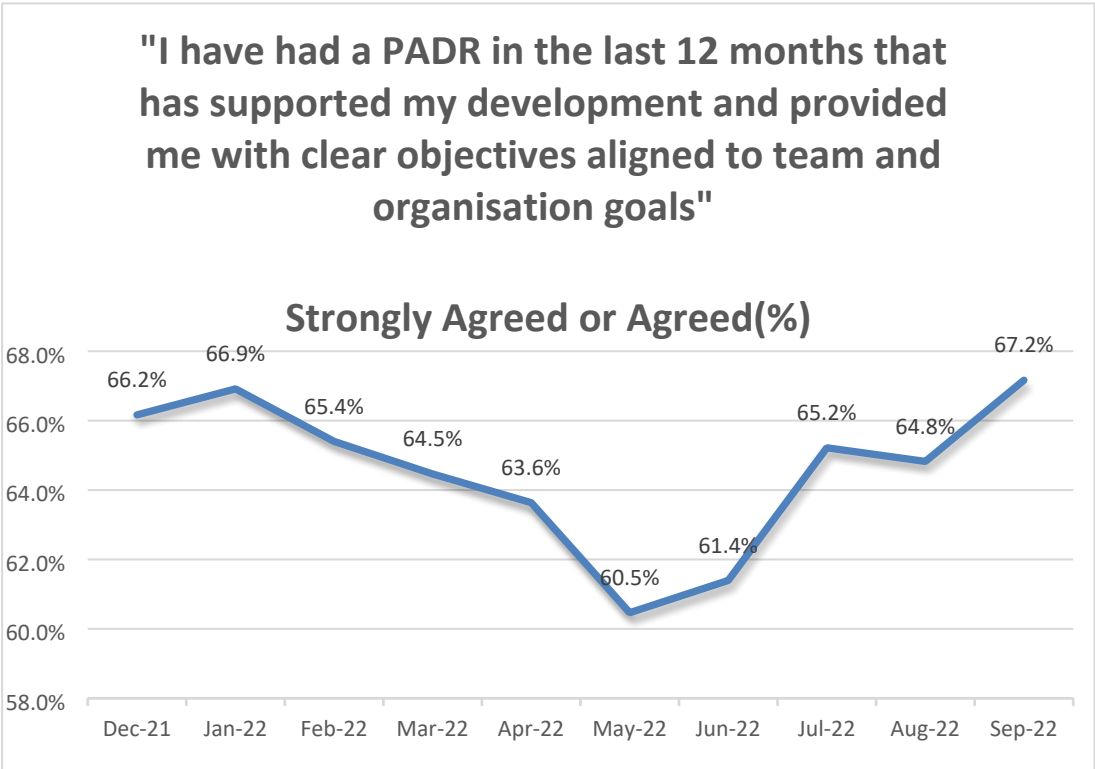
To date we have received 223 exit interviews since the new process was set up, with 112 moving department, 109 leaving the HB and 2 retire and returns. Of those moving department 42% (48) said they were changing jobs in order to further their career progression and 36% (40) were moving to a role with a higher salary. The results of the Exit Interview surveys are being fed into the Nursing Retention Staff and Finish Group and being shared with the OD Relationship Managers. Further detail is contained in Appendix 1.

### **B) Appreciating and Recognising Our Staff**

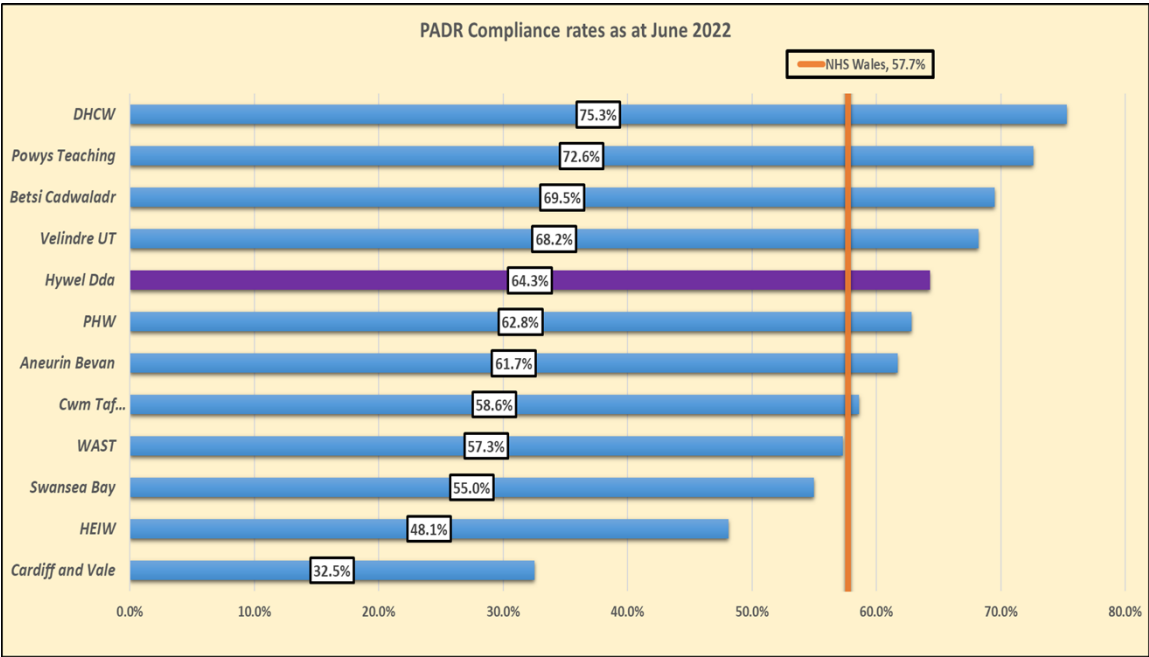
- 1) The cornerstone of staff feeling motivated and valued in any organisation is about staff being clear of what is expected of them in role; being recognised and appreciated for what they do and being encouraged to develop and grow to their full potential. The ethos behind a performance appraisal and development review (PADR) process.

The 2022 target the OD team set for themselves was for **1000+** staff to obtain PADR development and this was achieved in November 2022. The transformation of performance management from a leadership process to an employee led one has taken patience and perseverance and the team are continuing to facilitate highly commended weekly performance management workshops. These workshops/webinars have been opened so that all staff can attend, not just leaders tasked with raising compliance rates. This has seen an increase of over **400%** in attendance. This achievement over a time where staff have battled a worldwide pandemic, amongst other challenges must be recognised. This demonstrates a greater engagement from the workforce around this agenda, and the conversion of focus being employee led.

The Board outcome monthly survey programme results relating to the PADR questions are shown below. Staff are confirming that they find these conversations supportive and provide clear objectives.



The latest benchmarking figures across NHS Wales were obtained in June 2022. The graph below shows HDdUHB as the second highest performer compared to other Health Boards across Wales. Hywel Dda is slowly rising its compliance rate through the evolution in embedding the performance led culture.



2) Enabling our staff to feel cared for is demonstrated in our approach to benefits and support for financial wellbeing.

The Hapi platform/App has been heavily promoted with a wide-ranging communication strategy, which has included a Benefits Brochure and Roadshows on all acute sites.

The current cost of living crisis is more than an economic problem – it presents considerable and far-reaching challenges to the health and wellbeing of our staff. The team have developed the platform to include its own financial wellbeing tile which houses several financial support resources and is the most frequently visited tile on the app. To date 4838 staff have activated Hapi accounts and we can see that staff have saved a total of £9,828.21 from the Hapi discounts alone. The app also shows us where our users live, which allows us to do targeted promotions, and which areas of the app have been accessed most such as the Salary Sacrifice opportunities for Home Technology and Smartphones.

- 3) We want to ensure that our staff feel valued and appreciated for all that they do and we have developed a range of recognition initiatives. In September 2022 we launched the Long Service Awards to recognise those staff who have dedicated their working life to the National Health Service. Staff who have reached 25 or 40 years' service are presented with a personalised card and bespoke long service pin badge. We are currently working through a back log of awards to ensure all staff are recognised for their loyal service.

We are proud to be holding our first Annual Staff Awards event, Hywel's Applause 2022, which will be held virtually this year as we were unsure of the timescales for lifting the COVID-19 restrictions. The awards event is a celebration of the dedication and achievements of our staff, who have made a real difference to the people we care for, their carers or their work colleagues. There have been over 300 inspiring nominations and our judging panels, which consisted of a specialist, a union representative & staff representative.

The new Chair's Commendation Awards recognise staff who have 'gone over and above' to display the Organisational Values. One employee a month is recognised for each of the three Chair's Commendations: Compassion, Innovation and Collaboration and presented their award at the quarterly event. The team were delighted to host the first event on 16 November, it was a heart-warming occasion which brought teams together from across the Health Board. These are examples of feedback received;

*"A 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."*

*"Small and intimate with an award for everyone attending, afternoon tea was a lovely bonus!"*

### **C) Supporting the Well Being of Our Staff**

Our staff wellbeing is paramount and the Staff Psychological Wellbeing Service has seen a significant increase in demand from staff and teams for support around psychological wellbeing and mental health. The team continue to work incredibly hard to be as responsive as we can be and to continue to provide an effective service.

Feedback from our 121 Psychological Support:

*"I think this is a fantastic service which was available quickly. The appointments were fitted in around my working day and I was able to change these when needed."*

*"The service was excellent, I had to use it twice due to my unfortunate circumstances but thanks to your very expert counsellors I am now fit to work and feel happy with myself."*

*"Seen really quickly by some lovely people who deserve medals for listening"*

Funding from NHS Charities Together has enabled us to offer a series of Recovery in Nature: Ecotherapy Retreats for staff this year, with more to come next year. The focus was on supporting staff at risk of burnout, or on sick leave due to stress. The programme has required a huge amount of work behind the scenes and the team have done some amazing work to bring it all together. The programme has been very well received:

*"I really can't thank you enough for setting up this retreat, it has helped me enormously and I am so grateful for it."*

*"This was truly an enjoyable and beneficial experience and one that I would wholeheartedly recommend to others."*

We heard that staff were keen to join but found the commitment to four full sessions was difficult, so we offered a one-day Recovery in Nature Day as a trial. This went really well and feedback from the participants included:

*"An amazing day provided by the psychological wellbeing team. I have worked with the NHS for my whole career and feel that attending the day gave me the opportunity to take time for myself to maintain my motivation and resilience"*

*"I think all staff should be encouraged to attend days like these as there is so much benefit and not just for those who are feeling close to burnout"*

The service has also focused on promotion, offering a wide range of evidence-based resources which are clearly outlined in our SharePoint pages.

Staff mental health and wellbeing remains a Health Board priority going forwards and in order to understand what staff know about, use and need, we have designed and shared a new Staff Wellbeing Needs Survey. We value service improvement and for new developments to be informed by deep listening and engagement with our staff. Results from the survey as well as additional themes from phase two of the Discovery process will enable us to stay aligned with staff needs and address any gaps or barriers to staff accessing the emotional support and information when and how they need it.

As well as adopting an eco-therapeutic approach, our NHS Charities funding has also supported a range of other wellbeing initiatives including:

- The establishment and development of Health and Well-being Champions network.
- The funding to support the training of our staff in their ability to deal with bereavement and grief issues
- An Arts and Creativity Well-being programme
- Facilitates Infrastructure Fund to support staff rest and recovery areas across each county
- A fund to support life-long learning beyond traditional work demands, designed to support recovery and restoration of our staff post pandemic.

### **Bringing our Cultural Intentions to life**

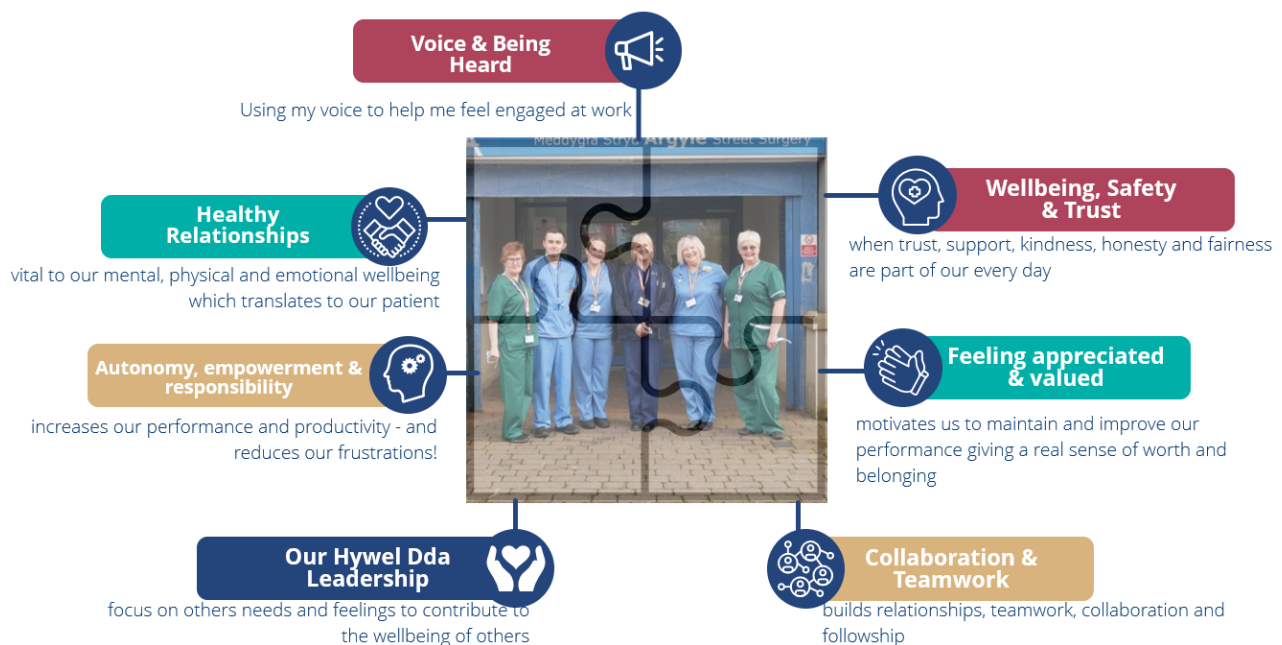
Cultural change does not happen through system and policy change alone, it requires engagement, challenge and feedback through conversation to bring it to life, make it meaningful and relevant to context and experience. That is where the role of the Organisation Development Relationship Manager (ODRM) was conceived, a first for Wales and a courageous investment in conduits for cultural change across Hywel Dda.

- 1) We are now one year into our culture change programme across Hywel Dda. Our new OD service has been working collaboratively with other parts of Workforce and Organisation Development to start to grow shoots of change across our organisation. Our team of ODRM has been working on the ground since March 2022 as conduits to link our Workforce &

Organisation Development teams and our services. Across the whole Organisation Development service, we have been working with our services to embed change where we can and in priority areas have worked to start to shape our People Culture Plans. Our focus in year 1 has been on build trusting relationships with our leaders, our staff side and our staff. Within our service, we have focused on adopting an effective commissioning multi-disciplinary approach to ensure the right service support and the right intervention. How and when we do something is a key determinant of our success. The way we have approached this has really been critical to success and can enable us to look forward in terms of next steps for the coming year.

- 2) Our early work as an ODRM team has involved the co-creation, with our staff side colleagues, of our guiding principles for how we will behave and work together and the development of a cultural jigsaw where our staff have articulated issues that are important to them in how they experience more good days at work in Hywel Dda.

## Our People Culture Plan



Despite the short period of time that this new Organisation Development service has been in place (12 months) we are already making a significant impact and a positive difference on our staff experience and supporting their wellbeing, despite the challenges on the ground. We have built a collaborative team and are working together to enable the right support and best way forward for our staff. We try to have one eye on our long-term strategic goals, while we support the current challenges. We are really listening to understand. Our ambitions remain: *to enable positive culture change across Hywel Dda, putting our staff at the heart of everything we do.*

### *We work together – our commissioning space:*

We have introduced a joint commissioning approach to ensure we can meet the needs of the service and the Executive Team. This multi-disciplinary approach enables us to ensure whatever the ask from our customer, we consider the right approach, the right intervention and most importantly when it is or is not appropriate for us to do Organisation Development on the ground. Our Commissioning space which has been chaired by the Head of People and Organisation Effectiveness.

### *We work collaboratively – our joint endeavour with our Trade Unions:*



Our approach continues to be a joint endeavour. We meet monthly with our staff side Chairs to talk about hot spots and opportunities to work together to help improve staff experience. Our framework continues to be used with them and we have worked together on some of our most challenging areas right now. For example, we have introduced a joint approach within our A&E services in Glangwilli and Worthybush Hospitals. This has enabled us to seek resolution together as opposed to on opposite sides. This continues to be a journey and given the service pressures we anticipate will continue to throw us challenges, but the management teams are committed to working on this challenge. We have attended to listen to our staff in a joint way. We have also heard reassuring messages from our staff that they value this and appreciate our Trade Unions attendance with the OD RM and Culture & Workforce Experience team sessions on the ground – it has enabled a real sense of transparency and helped build trust. Our staff side colleagues are also providing key insights into our retention work.

*We are working directly with the services on the ground*

Our OD RMs have only been on the ground since March 2022. This means with access to 152 teams in this short space of time (8 months) we have achieved a significant impact already. Our culture change framework is resonating, and we are nudging behaviour change on the ground, listening to ensure our staff have a voice and working with all areas of Workforce & Organisational Development to ensure a collaborative approach. One of our staff stories is shared below:

*“Interviewed in July and offered a band 2 admin post. During recruitment check, was put in a risky situation as had to tell current employer they were leaving to be able to get the reference required as part of their recruitment checks. The employer recruited their replacement, and they ended up finishing work end of August 2022.*

*Their start date was in October 2022 (they had 1 month unpaid before starting). Limited communication and correspondence from line manager with employee having to chase constantly for updates.*

*On commencement they were then told they wouldn't receive salary payment until 20<sup>th</sup> November 2022, as they had missed the cut off. They are considering looking at benefits to help them through the period as their last pay was August 2022. Sarah managed to speak to Michelle and they are now receiving a pro-rata payment on an off payroll run 31<sup>st</sup> October 2022”.*

*They were put on ESR for their first week, and on their first day weren't shown toilets or told what time breaks were – they ended up having lunch on their own in the car. They were concerned they had made the wrong decision joining the NHS”.*

The story above whilst hard to hear, provided us with an opportunity to explore doing things differently. Working across Workforce & OD, the Resourcing and Utilisation Team was able to support inclusion on a special payroll run to get the basics right for this member of staff as a matter of urgency. We have then explored as a whole service opportunities to learn from experience and how we could do things differently.

*We are focusing on retention of our Nursing staff*

Our Nursing Retention (RN) Task & Finish Group continues to have strong engagement and attendance despite operational challenges. It's been described as a "great meeting". We have a constantly evolving workplan and have managed to complete 35 of the agreed actions to date. We have focused on: Discovery piece to help us understand our staff's desire for flexible working which is helping us shape a Guide to Embedding Flexible Working across Hywel Dda, we have completed a baseline Data Review - RN's and Health Care Support Workers (HCSW) which has enabled us to do case studies across our services to learn from what is working and what might not be. These have been shared with Senior Nursing Management Team (SNMT) to ensure organisational wide learning. We have explored the importance of time out for reflection and restoration. We have also shared our collective intelligence from the initiatives such as Exit Interviews and thinking of leaving etc as above.

On the ground we are also using our Strengths ,Weakness and Opportunities and Treats (SWOT) Team to ensure where we can – we never lose a nurse in Hywel Dda. Our ODRM will work with our services and our Trade Union colleagues to enable a different approach to retain. An example of this can be seen below:

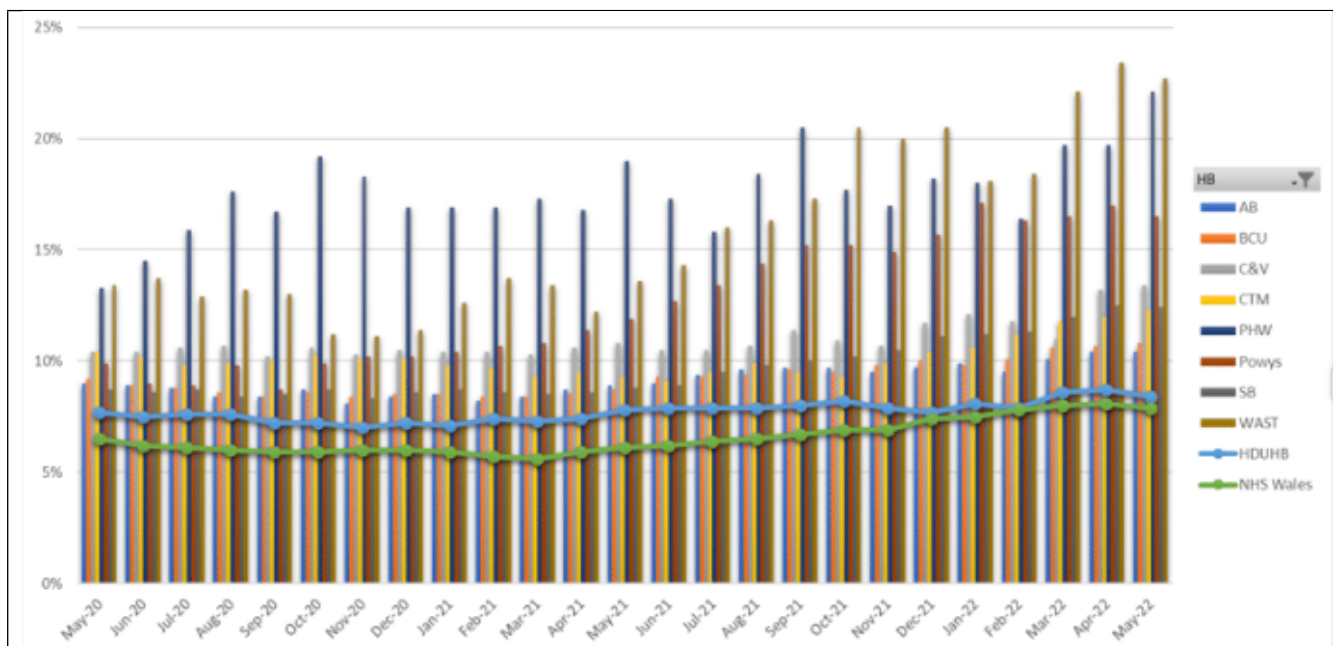
*"An experienced midwife completed the thinking of leaving survey as she had been declined flexible working to reduce her shifts down from 24 hours to 12 hours a week due to family reasons (young children). She had been told to go on the bank if she wanted that flexibility. After discussion with both the employee and manager I was able to dispel the belief that nurses have to work a minimum of 16 hours a week. She was also adaptable to fit in training if required under the Nursing Act. Through appeal the manager revisited this request and overturned the decision. This has retained a midwife's skills and experience whilst supporting her whilst she needs to balance family commitments".*

A member of the Culture & Workforce Experience Team, the dedicated ODRM worked directly with the new Head of Midwifery to achieve a different outcome. This resulted in the flexible working request being approved and now the member of staff remains with Hywel Dda and is working in a way that helps accommodate her home life needs.

These new ODRM roles have been introduced at an uniquely difficult time relating to service pressures. These dimensions should not be ignored when we consider the early impact potential of these roles. Their presence in the last year and their ability to react, respond and work through emotionally charged and challenging service and personal scenarios have served to underpin the continuity of our service leadership and our service delivery for our patients. The role holders have responded well to the balance of reaction versus pro-action being out of kilter with their initial expectations. Moving into year 2, the organisation needs to allow that re-calibration towards proactive culture progression. The foundations of credibility; personal trusting relationships and service empathy have been laid to support that happening in practice.

Performance comparatives on an All Wales basis demonstrate we are continuing to hold our own and do well against other Health Board comparators.

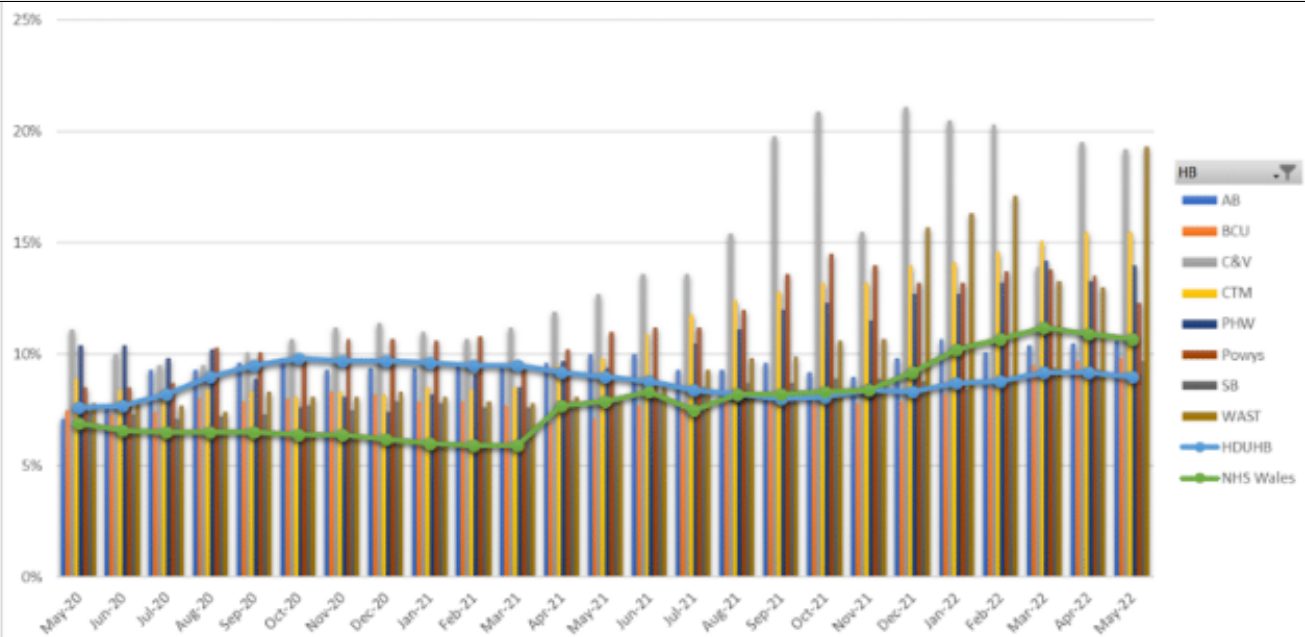
*All Wales Turnover – Nursing & Midwifery*



Hywel Dda has the lowest turnover figures out of all of the Health Boards in Wales for Nursing and Midwifery Registered Staff.

Note: We have not used the standard NHS Wales figure as the NHS Wales figure only includes people who have left NHS Wales. Therefore staff movement between organisations (“churn”) is excluded. In some cases NHS Wales’ turnover will be lower than all organisations for this reason. We have calculated an average per month of the health boards to bench mark against so that it is more comparable and include the normal ‘churn’ of staff moving between health boards in NHS Wales.

*All Wales Turnover – Healthcare Support Workers*



Note: We have not used the standard NHS Wales figure as the NHS Wales figure only includes people who have left NHS Wales. Therefore staff movement between organisations (“churn”) is excluded. In some cases NHS Wales’ turnover will be lower than all organisations for this reason. We have calculated an average per month of the health boards to bench mark against so that it is more comparable and include the normal ‘churn’ of staff moving between health boards in NHS Wales. Please note we have used the Additional Clinical Services Staff Group which includes ACS Nursery Nurses, ACS Ambulance Staff and Other ACS Staff.

## Leadership and Cultural Intent

Evidence r the biggest impact in organisational culture is leadership and so work has progressed in year to develop our existing leadership body capacity.



During 2022, robust research design and development work has also been undertaken in preparation for the launch of a new leadership talent and succession management framework and a bespoke HDdUHB leadership programme in early 2023.

Also, part of the cultural intent is our programme of building our coaching capability capacity over the coming years.

#### Current Coaching Provision:

- Currently have 17 qualified coaches
- Institute of Leadership & Management (ILM) L5 Coaching qualification cohorts 1- 5 running. Upon completion there will be an additional 53 coaches (equating to a total of 70).
- First Graduation in December 2022

#### Expectations of Coaches:

- Minimum of 16 coaching sessions per year
- Continuing Professional Development (CPD) attendance / up-to-date portfolio
- Supervision attendance

#### Our promise to coaches:

- CPD
- Supervision
- Exclusive coaching support platform on Leadership Matters Portal (in development)
- European Mentoring and Coaching Council (EMCC) organisation membership (access to resources, webinars, coaching tools).

**Innovation and System Learning** One of the key learnings from both the service and staff discovery reports from the pandemic related to how the ability to innovate helped staff to feel a connection to purpose; making a difference and expressing creative ideas for improvement and enhancement of services. This innate organisational energy was released for positive effect across Hywel Dda and we were able to respond imaginatively with creativity to challenges we had never previously encountered. There have been 10 Bevan Exemplar projects in Hywel Dda that we have supported in 2022.

This innovation culture is an attractor and reputation builder for HDdUHB enabling our positive profile, especially amongst clinical staff considering us as an employer.

#### Work in Progress

The launch of our OD Intranet Page is also a key building block in our cultural progression. This page was launched in November 2022 and will enable staff to access supportive resources in a one stop portal. It will be further refined as we progress into 2023.

Our data gathering, sense checking, and translation into meaningful cultural intelligence to shape OD responses is ongoing. We have made a great start in 2022, but there is more to do and learn.

#### Elements for the next stage in our cultural progression include:

- Building our psychological safety and relationships of trust
- Evidence of listening and building confidence that we will take concerns seriously and act on them to affect our culture
- Continuing surveillance, using intelligence and triangulation to identify patterns
- Growing a culture of innovation and its impact on morale
- New leadership development and succession planning framework for our future cultural leaders

- Continuing to retain our staff
- Continuing to track performance metrics to ensure progression continues and systemic and cultural learning occurs
- The current work on strategic workforce planning and the underpinning education and development offering will help with the next phase of attraction and retention of great staff
- The continuing focus on EDI and our organisation journey in that regard is also part of the reputational build of Hywel Dda as an employer of choice.

### Argymhelliad / Recommendation

The People Organisational Development & Culture Committee is asked to receive assurance on progress regarding the cultural progression in 2022 and to note the future direction.

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

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

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring Hywel Dda University Health Board (HDdUHB) is recognised as a leader in this field.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do
Amcanion Cynllunio Planning Objectives	1G OD Relationship Manager rollout
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	8. Transform our communities through collaboration with people, communities and partners

### **Gwybodaeth Ychwanegol: Further Information:**



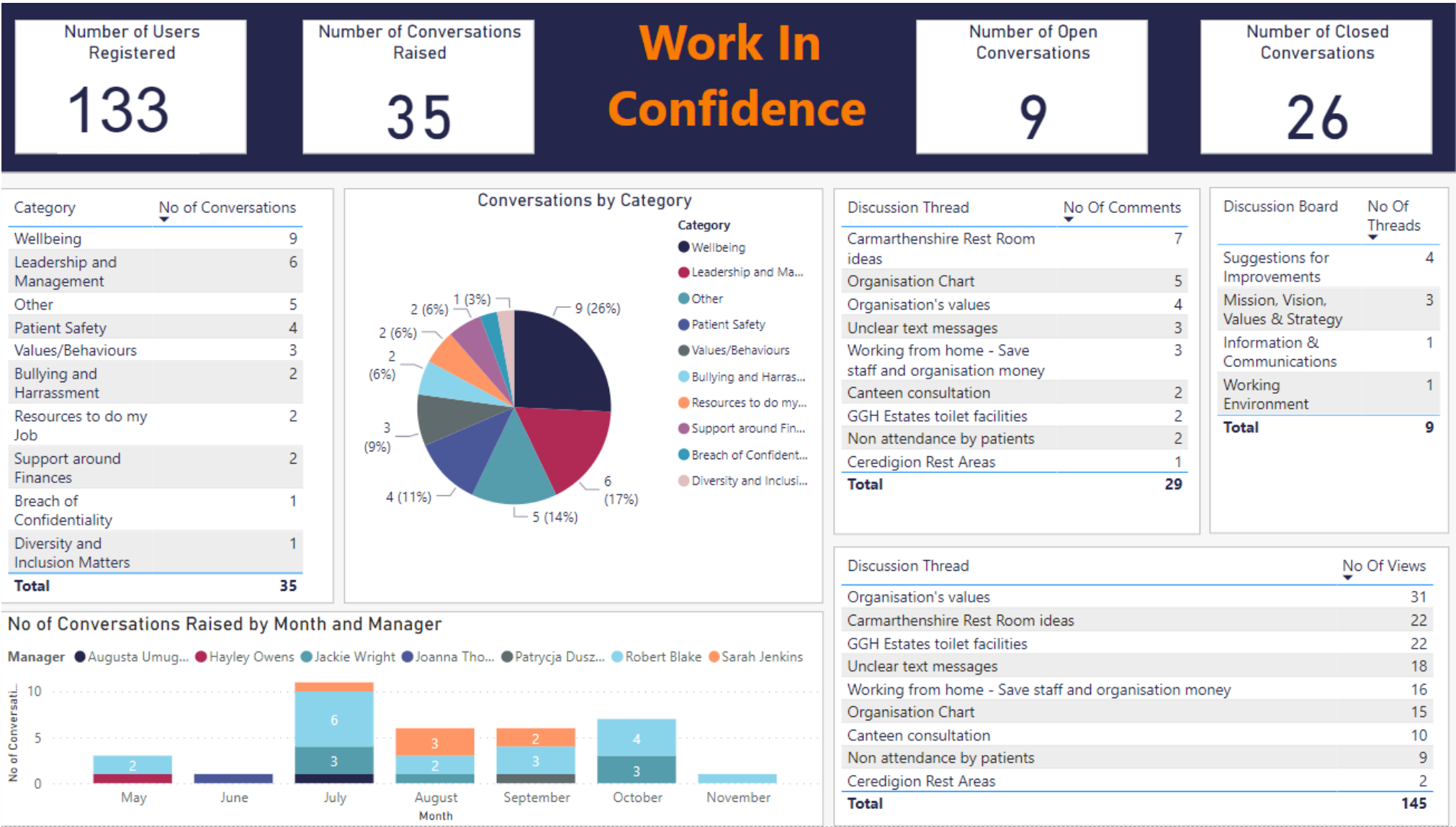
Ar sail tystiolaeth: Evidence Base:	See Appendix 1
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	N/A

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not Applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu: Workforce:</b>	<a href="#">Included within the report.</a>
<b>Risg: Risk:</b>	<a href="#">Not applicable</a>
<b>Cyfreithiol: Legal:</b>	<a href="#">Not Applicable</a>
<b>Enw Da: Reputational:</b>	<a href="#">Included within the report.</a>

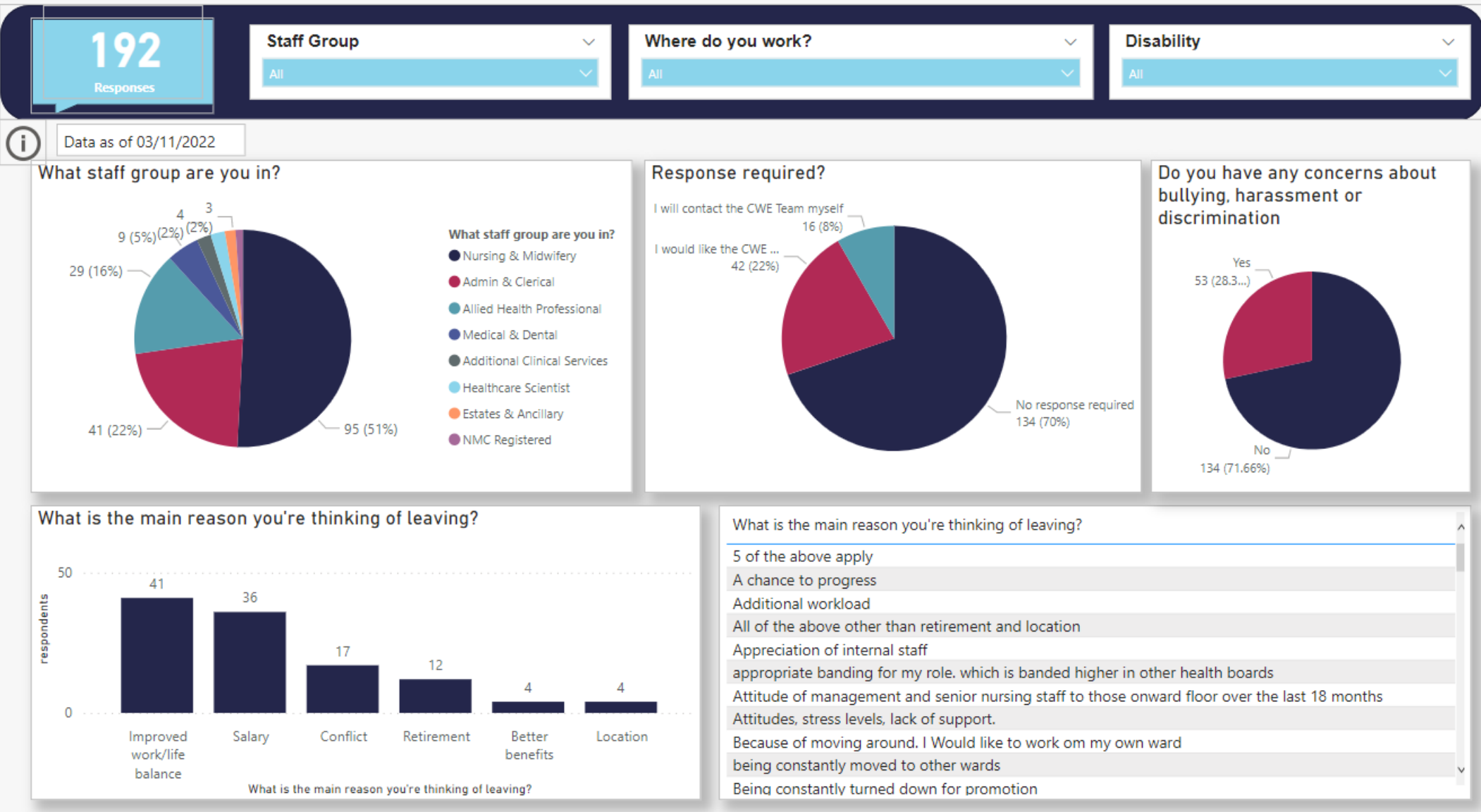
<b>Gyfrinachedd: Privacy:</b>	<a href="#">Not Applicable</a>
<b>Cydraddoldeb: Equality:</b>	<a href="#">Not Applicable</a>




1.0 Work in Confidence



2.0 Thinking of Leaving Survey



3.0 Exit Interview



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Respondents

223

19/05/2022

26/10/2022

moving department?

112

ID

leaving the Health Board?

109

ID

leaving the Health Board? (Including 'Retire & Return')

2

ID

Your main place of work?

All

Which department do you work...

All

What hours do you work

(Blank)

Fulltime

Staff group?

☐ Add Professional Scientific & Tec...

☐ Additional Clinical Services

☐ Admin & Clerical

☐ Allied Health Professional

☐ Estates, Facilities and Support Ser...

☐ Healthcare Scientist

☐ Medical & Dental

☐ Nursing/Midwifery

Reason for moving department

