

## TABLE OF ACTIONS

People, Organisational Development & Culture Committee (PODCC) meeting held on 20.06.2022

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS
PODCC(22)42	<b>TABLE OF ACTIONS</b> <ul style="list-style-type: none"> <li>To update the PODCC workplan to include regular updates from University Partnerships.</li> </ul>	PK/JW/CSO	4 <sup>th</sup> August 2022	From October 2022, R&I Sub Committee reports will be entitled 'Research, Innovation and University Partnerships' report
PODCC(22)48	<b>STAFF EXPERIENCE: TRANSFORMING STAFF FEEDBACK INTO POSITIVE CHANGE PROGRESS REPORT</b> <ul style="list-style-type: none"> <li>To align the work of the W&amp;OD departments, to demonstrate a more cohesive approach to reporting which captures the vital work undertaken across all workstreams and avoids duplication.</li> </ul>	SJ/LG	4 <sup>th</sup> August 2022	The Director of Workforce and OD will meet with the Head of Digital Workforce Solutions to agree alignment and develop plan.
	<ul style="list-style-type: none"> <li>To provide an update of the Workforce Experience: Transforming Staff Feedback into Positive Change report be presented to PODCC in December 2022.</li> </ul>	CSO	20 <sup>th</sup> June 2022	Completed Added to PODCC Workplan
PODCC(22)49	<b>STAFF WELLBEING PLAN: DISCOVERY REPORT ACTION PLAN</b> <ul style="list-style-type: none"> <li>To review the Staff Wellbeing Discovery Report Action Plan in relation to the RAG rating status detailed within the report to provide greater assurance in relation to progress being made.</li> </ul>	CD	4 <sup>th</sup> August 2022	Completed Review undertaken updated action plan appended as Appendix 1
	<ul style="list-style-type: none"> <li>To raise the concern around the lack of available space to provide suitable, safe rest areas for staff to Board.</li> </ul>	CSO	20 <sup>th</sup> June 2022	Completed Noted in PODCC Board Update Report

	<ul style="list-style-type: none"> <li>To provide an update of the Staff Wellbeing Discovery Report Action Plan in October 2022</li> </ul>	<b>CSO</b>	<b>20<sup>th</sup> June 2022</b>	Completed Added to PODCC Workplan
PODCC(22)53	<b>PLANNING OBJECTIVES UPDATE</b> <ul style="list-style-type: none"> <li>POs and PODCC membership to be reviewed in light of OD and workforce issues in primary care to ensure inclusivity of both membership and consideration of all aspects and views in PODCC.</li> </ul>	<b>LG/JW</b>	<b>4<sup>th</sup> August 2022</b>	Going forward the Director of Primary Care, Community and Long Term Care will be asked to present a report to PODCC outlining any changes to Primary Care contractual terms and conditions. In addition, whilst there are no changes to the current PODCC membership, this will be kept under review.
	<ul style="list-style-type: none"> <li>In reference to the Accelerated Cluster Programme, to review requirements of OD to formulate a proposal/bid.</li> </ul>	<b>JH/CD</b>	<b>4<sup>th</sup> August 2022</b>	Completed Paper prepared and discussed at the July 2022 meeting of the Integrated Locality Planning Programme Delivery Group
PODCC(22)56	<b>BAME ADVISORY GROUP – BULLYING AND HARRASSMENT ACTION PLAN</b> <ul style="list-style-type: none"> <li>To provide an update report and action plan to PODCC in December 2022</li> </ul>	<b>CSO</b>	<b>20<sup>th</sup> June 2022</b>	Completed Added to PODCC Workplan
PODCC(22)59	<b>STONEWALL DIVERSITY CHAMPIONS PROGRAMME</b> <ul style="list-style-type: none"> <li>To provide an updated action plan which reflects the criteria required for the Stonewall assessment and demonstrates the culture, diversity and inclusion policy of HDdUHB.</li> </ul>	<b>CSO</b>	<b>20<sup>th</sup> June 2022</b>	Completed Added to PODCC Workplan
PODCC(22)61	<b>CORPORATE RISKS</b> <ul style="list-style-type: none"> <li>To provide further clarification around the figures for absence detailed within the Corporate Risks document.</li> </ul>	<b>LG</b>	<b>4<sup>th</sup> August 2022</b>	Absences per category <ul style="list-style-type: none"> <li>2.8% COVID sickness</li> <li>4.8% General Sickness</li> </ul>

				<ul style="list-style-type: none"><li>• 1.5% Self-Isolating</li></ul>
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JH – Judith Hardisty  
PK – Philip Kloer

CD – Christine Davies  
SJ- Sarah Jenkins

LG – Lisa Gostling  
CSO – Committee Services Officer

JW – Jo Wilson

## Appendix 1

### 1. Growing inspirational leaders

The vision: 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.

“Our Hywel Dda Leadership” is an important jigsaw piece in our People Culture Plans and will be a key focus for us. The Cultural Intentions we have committed to here are:

Intention 12 – Visibly leading our people with purpose and compassion

Intention 13 – Moving from being leaders of service to leaders of people

Intention 14 – Reaffirming our vision and providing hope for the future

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT				PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey	MES				
Review our leadership strategy as an organisation – rethinking what we think leadership is about and reflecting this in our succession planning, talent management and transformation plans	X	X	X	X	PO 2J (Old PO - 2H)		JUL 2022	Research completed, strategy developed
Rethink the leadership offer to staff, informed by good practice from across various sectors and disciplines	X				PO 2J (Old PO - 2H)		OCT 2021	New curriculum for a Leadership Development Programme is designed and ready for Autumn 2022 launch.
Refocus and communicate our expectations of our leaders in terms of leadership style, attitude and behaviour	X			X	PO2J (Old PO - 2H)		JUL 2022	This will be shared/delivered during the leadership development programme launch and delivery in Autumn 2022
Ensure leadership expectations are embedded into our recruitment processes via ‘Values based recruitment’ – reinforcing the leadership values and behaviours that are needed to nurture the type of culture we want	X			X	PO2J (Old PO - 2H)		MAR 2022	Considered as part of the review of recruitment.
Develop programmes to support leaders to ‘Lead Change’ - Providing information and support to enable teams and services to design and implement change	X				PO2J (Old PO - 2H)		MAR 2022	Curriculum developed for a Leading Change workshop.
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 our approach to talent management</li> <li>- Develop a Rising Stars programme to capture potential and support our leaders to grow at Hywel Dda</li> </ul>		X	X		PO2J (Old PO - 2H)		MAR 2023	Succession Planning Framework is being developed.
Create a more visible and connected communication channel and leadership model via our People Culture Plans and Culture Reset Programme	X	X	X	X	PO 2J (Old PO – 2H)		FEB 2022	Access has now been provided and new front page for all elements of the culture and people plans is being developed. Leadership Toolkit being developed for accessibility via the Leadership Matters portal.

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

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

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT				PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey	MES				
Understand what workplace changes we can make to support recruitment of staff	X	X	X	X	PO1F (Old PO – PO1F1A)		MAR 2022	<ul style="list-style-type: none"> <li>Remaining actions from 2021/22 plan on a page have been transferred to 2022/23.</li> <li>New Recruitment Support for candidates has been launched;</li> <li>Centralised RN recruitment being trialled for PPH</li> </ul>
Understand what workplace changes we can make to support retention of staff	X	X	X	X	PO2L (New PO)		MAR 2023	Nursing retention T&F group progressing well; as ideas arise they are added to the work plan. Case studies shared demonstrating learning and progress. Flexible working myth buster being developed.
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			X	PO2L (New PO)		JUL 2022	Interviews completed. Research completed.
Explore co-production of shift patterns and rota management;	X	X		X	PO2L (Old PO – PO1F1A)		MAR 2022	Interviews with nurses and non-registered staff completed to better understand accessibility of flexible working. This is now being collated with the research above to inform a flexible working myth buster and help us consider options for shift patterns and rota management;
Re-allocate Charitable funds money to create rest areas for staff	X	X		X	PO1I (No longer a PO)		APR 2022	Funding has been allocated to each County Partnership Forum and also to support the Fatigue and Facilities charter.
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				PO1H		MAR 2022	This will form part of the People Culture Plans developed with teams.
Evolving our working environment at such pace during the pandemic has now opened the door to redesigning our environment as we go forward. Can we transform the meaning of work in people's lives? Develop a way of working that enforces a sense of belonging and people feel cared about, coupled with providing flexibility and agility	X				PO1F		MAR 2022	Plan on a page developed for progress to April 2022-23.

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

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

All aspects of our People Culture Plans are important jigsaw pieces here.

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT				PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey	MES				
Develop a definitive attraction and recruitment plan	X		X		PO1F1		MAR 2022	<ul style="list-style-type: none"> <li>Support for candidates launched</li> <li>Centralised RN recruitment being trialled for PPH</li> </ul>
Develop a specific retention plan to reduce turnover over the next 18 months	X	X	X	X	PO2L		MAR 2023	Nursing retention T&F group progressing well, with more operational staff requesting to join. Plan on a page developed for progress to April 2022-23 supported by an operational work plan.
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		PO2K		MAR 2023	<p>A number of programmes have been developed, including:</p> <ul style="list-style-type: none"> <li>System support and Team Facilitation</li> <li>Rest and Recovery for staff</li> <li>Wide range of psychological wellbeing resources</li> <li>Staff Wellbeing Information Line</li> <li>Contributing to the Wellbeing Champion Network</li> </ul>
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		PO1G		MAR 2023	<ul style="list-style-type: none"> <li>Framework of the People Culture plan is agreed along with the ways of working through Our Guiding Principles</li> <li>Shaped our Cultural Intentions for our priority areas (see below)</li> <li>Framework being socialised so far with regard to Nursing &amp; Midwifery, Medical &amp; Dental, Therapies, MHL, Women's &amp; Children, Estates &amp; Facilities, Workforce &amp; Organisation Development</li> <li>How we will measure progress has been defined and approved by the Committee; separate plan on a page has been requested to integrate a single WFOD dashboard.</li> <li>Built engagement platform including: establishing our brand communication methodology and our customer contact process</li> </ul>

#### 4. Putting well-being at the heart of Hywel Dda

The vision: Ensure that everyday working at Hywel Dda is a good day.

“Wellbeing, safety & trust” is an important jigsaw piece in our People Culture Plans and will be a key focus for us. The Cultural Intentions we have committed to here are:

Intention 4 – Rebuilding trust and connections between leaders, staff, teams and trade unions at all levels

Intention 5 – Respecting our staff resilience and strength of spirit

Intention 6 – Making time and space for reflection and learning from our lived experiences together

HOW WILL WE ACHIEVE THIS VISION?	STRATEGIC ALIGNMENT				PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey	MES				
Create a greater awareness and focus among managers and staff of what support we have for staff wellbeing. Initiatives should be employee led and adapted to suit various workforce challenges and demographics.	X	X	X		PO2K		JUN 2022	On-going programme of engagement in place, including a Sharepoint site, regular globals, booklets, posters, HAPI app messaging
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		PO2K		JUL 2022	Regularly refer to wellbeing responsibilities as part of Team Time- Out; Leadership Programme, etc.
Reviewing and evolving the ‘well-being offer’ and ensuring it is fit for purpose	X	X	X	X	PO2K		DEC 2022	<b>Stepped Model of Care is being implemented which includes:</b> <ul style="list-style-type: none"> <li>• System support and Team Facilitation</li> <li>• Rest and Recovery for staff</li> <li>• Wide range of psychological wellbeing resources</li> <li>• Staff Wellbeing Information Line</li> <li>• Contributing to the Wellbeing Champion Network</li> <li>• Psychoeducation Programme</li> <li>• Provision of 121 psychological interventions &amp; support</li> <li>• Trauma referral pathway</li> <li>• Ecotherapy Programme for staff</li> </ul>
Develop Trauma therapy offer for staff	X	X	X		PO2K		NOV 2022	Trauma referral pathway in place
Develop process for ‘Team Recovery Plans’ to support team recovery	X	X	X	X	PO2K		DEC 2021	Initial framework has been piloted and team recovery structure now in place.
Develop Awareness raising sessions for staff and teams – importance of rest, addressing barriers and legitimising recovery	X	X	X	X	PO2K		JAN 2022	As above – Stepped Model of Care being implemented
Undertake scoping exercise / gap analysis exercise to determine what our future well-being offer for 2022-24 will be	X	X	X	X	PO2K		SEPT 2022	In progress
The Health Board needs to identify the areas where emotional and psychological support (e.g. respiratory, covid wards, ICU) are needed most and target them specifically to allow them to pause and reflect.	X	X	X	X	PO2K		MAR 2022	OD commissioning group now in place, channelling the right people to the right support
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 give people the ability to review and action.	X	X	X		PO2K		DEC 2022	Agile Working Review underway.

## 5. Building on our Covid team spirit

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

“Feeling appreciated and valued “is an important jigsaw piece in our People Culture Plans and will be a key focus for us. The Cultural Intentions we have committed to here are:

Intention 7 – You want to stay working with us

Intention 8 – Supporting you at each stage of your working life with us.

“Collaboration and teamwork” is also an important jigsaw piece in our People Culture Plans and will be a key focus for us. The Cultural Intentions we have committed to here are:

Intention 9 – Our teams collaborating together for better patience/client/service user care

Intention 10 – Showing each other compassion

Intention 11 – Valuing everyone’s role and contribution

ACTION	STRATEGIC ALIGNMENT				PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey	MES				
Embed the ability for reflective actions – enabling teams to take time out and reflect when needed;	x	x	x		PO1F		MAR 2022	As above, Stepped Model of Care being implemented; Reflect and Act OD interventions are able to access to support reflection around team culture and progression.
Develop People culture plan framework to co-produce vision with teams	x	x	x	x	PO1G		APR 2022	Completed
Develop a coaching programme to support our leaders to enable team spirit, autonomy and responsibility	x	x	x	X	PO2H		MAR 2022	Completed and 5 Coaching Cohorts underway.
Creating a rolling ‘You Said, We Did’ programme to show staff how we are listening to their feedback and achieving impact	X	x	x	x	PO1F		MAR 2022	The You said, We did programme is now in place and supports the Staff Voice agenda and relevant actions.



## 6. Encouraging Learning and Innovation

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

“Autonomy, empowerment and responsibility” is an important jigsaw piece in our People Culture Plans and will be a key focus for us. The relevant Cultural Intentions we have committed to here are:

Intention 15 – Empowering you to lead on your own development

Intention 16 - Trusting you to be responsible and accountable

ACTION	STRATEGIC ALIGNMENT				MES	PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey						
Embed shared learning opportunities across the health board to ensure that there is dissemination of good ideas and practice	x				X	PO2K		MAR 2022	A programme of events is now being developed.
Facilitate learning events to identify creative ideas about how we can continue to evolve as an organisation	x					PO2K		MAR 2022	As above. We have a number of meetings with key staff to identify what learning events would be most beneficial.
Create a virtual Ideas Hub – a place where staff can submit ideas for improvement, supported by a clear and simple decision making process	x					PO2K		MAR 2022	Work has now started to develop an online Ideas Hub to capture staff ideas for innovation across our whole system.
We 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 we dealt with the pandemic and we have to be open to understanding how this informs our future.	x	x	x		X	PO2K		MAR 2022	Significant input provided into the development and Improving Together Programme. Work in Confidence platform now implemented and discussion boards able to capture ideas anonymously for review. Ideas Hub also being developed to capture new ideas for innovation.