



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	19 June 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Staff Value and Appreciation – Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Robert Blake, Head of Culture and Workforce Experience

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 paper outlines the progression of the staff value and appreciation programme approved in June 2022. This programme saw several initiatives that were either new or had evolved from those already in place.

Cefndir / Background

The previous paper scoped out why this agenda is vital to staff retention. The retention of staff is one of the most important challenges facing Hywel Dda University Health Board (HDdUHB), having the right staff to deliver compassionate care is fundamental. The system wide challenges that impact turnover are well recognised and significant work is being completed on wellbeing models of work and staff experience.

HDdUHB needed to refresh the recognition/appreciation offering in line with research, best practice, workforce experiences, organisational values, and the organisation's goals. The programme that the Culture & Workforce (C&WE) Team proposed was looking to provide an equitable, fair, meaningful, ethical, and sustainable provision in line with Health Board values and strategically aligned to the objectives.

Asesiad / Assessment

Current position – Formal Mechanisms

The following recognition package was approved by the People, Organisational Development & Culture Committee (PODCC) to enhance the current provision and ensure there is a formal method in place to enable staff to feel valued, recognised and appreciated.

1. Cymeradwyaeth Hywel's Applause 2022

The first Hywel's Applause staff awards event was premiered on 7 December 2022. It was a heart-warming event where staff were nominated for awards across a range of categories by their colleagues and shortlisted by independent staff panels, including members of our trade unions. The team removed any identifying characteristics to ensure that the

shortlisting was equitable and transparent. Winners were announced through pre-recorded messages from experts in those fields on the virtual event. This also featured an introduction by Dr Frank Atherton, Chief Medical Officer for Wales, and a short message from Welsh rugby star Shane Williams.

[The event](#) was virtual and pre-recorded which enabled staff to interact on the YouTube premier showcase and enabled the awards to be watched back at a convenient time. The event has been viewed by over 1000 people since it first aired.

There were 11 categories which encompassed the Health Board values and objectives and the winners were:

- Best use of Welsh Language - Karen Shearsmith-Farthing, Occupational Therapy Dementia Lead
- Diversity and Inclusion - Augusta Umughele, Diversity and Inclusion Manager
- Innovating and Inspiring Practice - Dr Savita Shanbhag, GP Cancer lead
- Living our Values - Education Nurses Team
- Lifetime Achievement - Buddug Roberts, Staff Nurse
- Patients' Voice – Jasmine Raymond, Staff Nurse
- Rising Star - Amelia Davies, Community Child Health Nurse
- Supportive Colleague – Susan Griffith, Senior Physiotherapy Manager
- Unsung Hero - Lynsey Ponsonby-Lewes, Assistant Practitioner, Post Anaesthetics Care Unit
- Volunteer of the Year - Heledd Lloyd
- Wellbeing – Leony Davies, Occupational Health Co-ordinator

The need to show appreciation and sympathies for those colleagues who sadly passed away through the year was captured through a loved and lost tribute by Euryl Howells, Senior Chaplin



Staff feedback and experiences were obtained via a post-event survey and a total of **375** responses received.

Almost all responses from nominees stated that just being “***nominated made them feel appreciated by their colleagues***” whilst **84%** claimed that being “***nominated made them feel appreciated by the Health Board***”. Most staff expressed that their “***favourite part of the event was hearing the positive stories about why a finalist was nominated for an award***”.

Learnings from the 2022 Event

Last year's awards were managed by an external event planning company, Clearwater Events. This provided the C&WE Team insights and an ability to develop an understanding of event management.

The external company was balancing other commitments, and this caused time delays with the delivery of key actions. On review, it was decided to bring the event management in house, within the C&WE Team. This will enable a more streamlined, cohesive approach to the 2023 event.

Analysis of the post event survey highlighted that staff had no preference between a face to face or virtual event. Acknowledging the current financial situation that the Health Board is facing, a decision has been taken to organise the 2023 event as a pre-recorded virtual event.

Cymeradwyaeth Hywel's Applause 2023

The CWE team reviewed staff feedback about 2022 categories and the following changes to the categories have been made this year:

- Volunteer of the Year Award to be replaced by an award which focuses on informal and formal learning and development.
- More explicit communication surrounding the Best Use of Welsh Language category and the Diversity and Inclusion category to overcome misconceptions.



We are delighted that this year's event will have executive sponsorship for each category. This will involve executive colleagues being filmed as the presenter of an award and visiting the winners on site to present their award following the event.

The 2023 event was launched on 17th April 2023 and nominations will close on 31st May 2023. During the launch a **"You said, we did"** campaign (Appendix 1) was shared prior to the nomination window opening, which showcased key staff experiences and how they have shaped this years' event.

The award ceremony is scheduled to 'go live' early December 2023.

2. Chair's Commendation's

Replacing the previous Employee/Team of the Month, The Chair's Commendation Awards were launched in August 2022 and recognise our staff who 'go above and beyond', demonstrating the Health Board values to an exemplary level.

One employee a month is awarded for each of the three Chair's Commendations categories of Compassion, Innovation and Collaboration. The nominations are shortlisted by impartial staff panels on a monthly basis and a quarterly celebratory event is held for the winner and the top two highly commended nominations for each category.

November 2022 saw the first event where awards were presented by Maria Battle, Chair of HDdUHB. Each event has been a real celebration of outstanding dedication, innovation, compassion and hard work of Health Board colleagues. It is an opportunity for the winners and finalists to have time out with their colleagues to recognise and celebrate each other's achievements.

To date there have been a total of 118 nominations and the third awards event was held on 18 May 2023. The positivity surrounding this event has been amazing:

“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”

“It made the staff feel special”

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

“To hear the positive stories from our health board was very encouraging”

“Thought it was well organised, time efficient and represented a good cross section .I think basing them on our values reinforces those values”

“Listening to all other candidate’s stories of why they were also nominated. The event was lovely from start to finish”

“The event was amazing!”



3. Long Service Awards

The new Long Service Awards package was launched September 2022. The award recognises 25+ and 40+ years' service, as a



cumulative NHS
thank you for the

loyalty of our workforce to HDd UHB and the wider NHS. The awards consist of a personal card and specially designed bespoke pin badge presented by the Head of Service for 25 years' service / an Executive/Independent Member for 40 years' service.

During the first six months there were many challenges in accessing the relevant staff with the equivalent service records. The Electronic Staff Record (ESR) does not provide accurate records of cumulative NHS service. The team are relying heavily on nominations from across the organisation by colleagues and their line managers via an electronic form.

Following the launch the team experienced a high volume of requests for staff who had already reached the two milestones in service. The C&WE Team are currently streamlining the process to support the backlog of requests. To date the team have processed a total of

Awards

25+ years	593
40+ years	120



4. Retirement Letters

Since the inception of the new process in July 2021, 424 retirees have received a dedicated letter from the Chair. Future work will explore how this recognition can be further developed in line with staff experience and feedback.

5. Death in Service

The Health Board currently has no agreed budget or unified approach to commemorating death in service. Families, friends, and colleagues raise funds themselves to hold events such as planting trees or place benches on Health Board sites to remember lost colleagues. The organisation currently sends personal letters to both the family and staff grieving from the passing of a Hywel Dda colleague.

The Death in Service Task and Finish Group was set up in January 2023 to establish a fair, meaningful, consistent, and sustainable approach to commemorating death in service. The group has met twice and established that there isn't a 'one size fits all' approach as it is very personal to the deceased family and colleagues. The Group are currently working with Operational HR to consolidate all elements of death in service to provide a compassionate guide for staff.

Current position – informal mechanisms

Greatix system

June 2022 saw some collaboration involving the C&WE Team and Quality Improvement Service Transformation Team (QIST) on the Greatix system. This system has been implemented across NHS England and is used to show appreciation for medical expertise between colleagues.

The teams wanted to evaluate implementing Greatix in HDd UHB with an additional element that would be used to appreciate colleagues for other things. The system piloted on Merlin Ward/Ear Nose Throat/Critical Care Unit /Intensive Therapy Unit in Glangwili Hospital (GGH). During the first five months of the pilot there were a total of 22 nominations. Due to a lack of engagement and the intensive resources required to administer and provide governance of the system, a decision was made to hold the project until it can be made more sustainable and less resource demanding.

Discussions with the Assistant Director of Quality and Safety have been held to explore this further, especially medical expertise between colleagues. Now that the Improving Together rounds have been established, further exploration is required to assess how these may provide support in the recognition of excellence across medical services.

Other Initiatives

The C&WE Team are currently scoping alternative methods of informal appreciation via Yammer, Microsoft Teams and the HAPI App.

To celebrate local, informal appreciation the C&WE Team ran a prize draw to encourage staff to:

1. Tell us what you appreciate about your team / colleagues:-
2. Tell us what makes you feel appreciated by your team / colleagues:-

These were communicated on the Health Board internal staff Facebook page and SharePoint page on Employee Appreciation Day 2023 (3rd March 2023)

Benefits

The Health Board continues to demonstrate value in the workforce by the wide bespoke range of benefits it offers. HDdUHB is viewed as an exemplar in this agenda from others across NHS Wales. There is no other organisation who offers the range of cost saving/ wellbeing benefits such as ours. The dedicated role who maintains and enhances the programme is providing a depth of added value that is difficult to measure.

The organisations unique Hapi App has now reached a total number of **5518** sign ups since relaunching the App in June 2021. Staff have saved a total of **£15, 994** in a variety of ways, from food shopping to days out as well as purchasing electrical appliances. A recent wellbeing survey from the organisations Psychological Wellbeing team saw Hapi App being recognised as the third most recognised source of wellbeing, only beaten by themselves and the Occupational Health team.

This one stop shop for benefits and wellbeing signposting and access is really starting to embed and enhance the psychological contracts with colleagues across HDdUHB.

The Values and Appreciation Programme 2023

The commitment to this whole agenda has been outlined for the next 12 months through the Workforce and OD planning objective 2B. This planning objective titled – ***“continue to strive to be an employer of choice, having happy, engaged, and supported workforce to stabilise services”*** is asking for a continuation in enhancing and further development of the people recognition and appreciation programme. The actions provide progress both informally and formally through internal and external mechanisms. The impact of this programme of work is to show value within the workforce. This can contribute to improved performance, increased job satisfaction, lower turnover, and higher levels of engagement and a sense of wellbeing in being an employee of HDdUHB

Argymhelliad / Recommendation

The Committee is asked to:

- **NOTE** the continued direction of travel
- **TAKE ASSURANCE** from the cultural shift and progress.
- **NOTE** that the work to fully embed a value and appreciation culture in Hywel Dda.

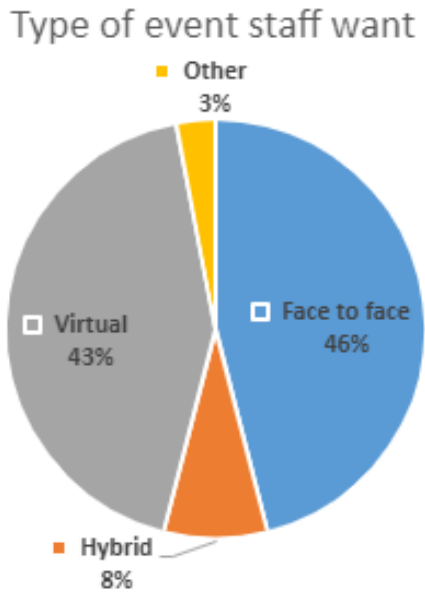
Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to create and manage strong, high performance, organisational culture arrangements
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	6. Person-Centred 5. Equitable Not Applicable 6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people Choose an item. Choose an item. Choose an item.

Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be Not Applicable Not Applicable
Amcanion Cynllunio Planning Objectives	6c Continuous engagement Not Applicable Not Applicable Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 10. Not Applicable 10. Not Applicable 10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Not applicable
Partïon / 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)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	Potential positive impact on staff morale and future engagement opportunities
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Appendix 1 -You said, we did – Launching Hywel's Applause 2023

<u>You said</u>	<u>We did</u>
1. 97% of respondents said “Having opportunities to recognise colleagues is important to me”	Continuing to provide opportunities to formally recognise colleagues such as:- <ul style="list-style-type: none"> • Chair’s Commendation Awards • Long Service Awards • Hywel’s Applause Encouraging and promoting teams to have their own recognition tools in place.
2. Most respondents expressed that their favourite part of the event was hearing the positive stories about why a finalist was nominated for an award.	Hywel’s Applause 2023 will focus on celebrating these inspirational stories from across the Health Board.
<p>3. </p> <p>The pie chart is titled 'Type of event staff want'. It is divided into four segments: a large blue segment for 'Face to face' at 46%, a large grey segment for 'Virtual' at 43%, a smaller orange segment for 'Hybrid' at 8%, and a very small yellow segment for 'Other' at 3%. A legend to the right of the chart identifies each color with its corresponding category.</p>	Given the current financial climate and the difference of opinion in answers to this question, the decision was made to continue to hold a pre-recorded virtual event for 2023. This will provide all staff with the opportunity to view the premier or watch the event back, at a time that suits them.
4. The Volunteer of the Year award did not have much uptake.	The Unsung Hero Award criteria has been modified to ensure that our volunteers who do a fantastic job are able to be recognised within Hywel’s Applause 2023.
5. Themes were pulled out for responses to suggestions for future categories and the most common new category theme was to recognise the range of learning and development occurring across the Health Board.	A new category is being launched to recognise the fantastic development that is going on across the Health Board. People Development Award For a team or individual who have/has engaged with developing themselves or others and has had a positive impact on the Service(s) they provide.
6. Some respondents requested a team award	There are a range of broad categories which will enable several teams to be recognised for their great work.

7. Some respondents requested an award for digital innovation, sustainability or best application of languages.	The categories are broad in order to cover the variety of great work going on across the Health Board. The innovating and inspiring practice award covers innovating practice surrounding digital, environmental, clinical or other transformations.
8. Some respondents requested an award for non-clinical staff such as domestic staff, porters, admin staff etc	The categories are broad in order to recognise the variety of work going on across a range of roles and areas in the Health Board. The Unsung Hero category is dedicated to our staff who are not registered with a formal professional body.
9. Some respondents requested a category which recognises the work staff are doing to drive the equality, diversity and inclusion agenda such as work to include people with different faiths or learning disabilities.	The Diversity and Inclusion Award recognises contributions to champion or improve the experiences of staff and patients with any protected characteristic.
10. Some respondents suggested a category which recognised collaboration.	The Collaboration category in the Chair's Commendation Awards is a great opportunity to recognise these contributions.
11. It was raised that the public did not have much opportunity to engage with the nomination process.	The Patients' Voice Award will be communicated to the public via social media and posters during the nomination window.