



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Transforming Staff Experience into Positive Culture Change
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Sarah Jenkins, Head of Organisation & People Effectiveness

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

We are embarking on a programme of culture change across Hywel Dda. Our new team of Organisation Development Relationship Managers 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.

This report tells the update on the story of the culture change journey so far. It provides a summary on the following:

1. Our Hywel Dda Cultural Intentions which will shape the focus of our People Culture Plan for Hywel Dda;
2. Measures we are using to ensure we track impact;
3. Our priority service and professional areas of focus so far and why we have taken this approach;
4. Examples of how we are bringing the backstage work into our front stage; and
5. More Good Days at Work means better Retention.

Cefndir / Background

Previous reports have identified the work we are doing to provide a voice for our staff and the learning we have already gained from reviewing the messages from our staff surveys. Our staff's voice has informed the development of Our People Culture Plans, which we will use as a guide to take our organisation on our culture change journey.

This report focuses on how we will use our Cultural Intentions to achieve our People Culture Plans, outlines our priority areas and sets out how we will measure impact. It provides an update of interventions to date where our back stage work has informed the front stage. All of which contributes to enabling more of our staff to have a good day at work.



Our staff have said what is most important to them – the culture we aspire to have in HDdUHB is:

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. ”

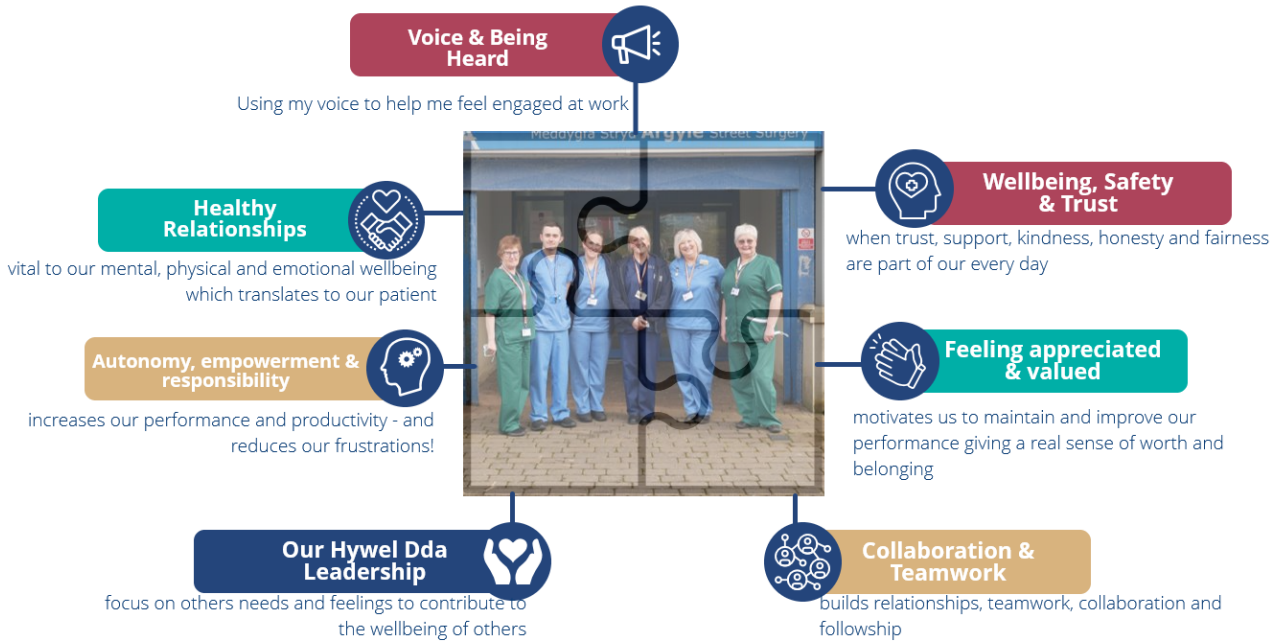


How it feels in work and the way we do things around here is what often defines what a culture is. We recognise its intrinsic link to well-being and supporting and enabling our strategic objectives in Hywel Dda. We need to invest time to ensure our staff experience is as it should be so we truly live the values of Hywel Dda.

We have listened to the voices of our staff through our recent staff surveys and our Discovery Report on our staff experience through Covid. They have told us the key things that are important to them. These seven themes and words that make up Our People Culture Plan have come from those who work in Hywel Dda. People in different healthcare roles and Departments have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace. They describe the pieces of the jigsaw that makes up our culture in Hywel Dda. We have engaged with many of our teams and services already (77 – please see OD Dashboard as part of the Wellbeing Update Paper) to ensure that what we have in our People Culture Plans really does reflect what is important to our staff. Engagement thus far is positive.

We have had the opportunity to rebrand our programme using photographs of our own staff. Included in this report is a representation of our nursing and midwifery colleagues, following a successful launch of their People Culture Plan at the recent Nursing and Midwifery Conference.

Our People Culture Plan

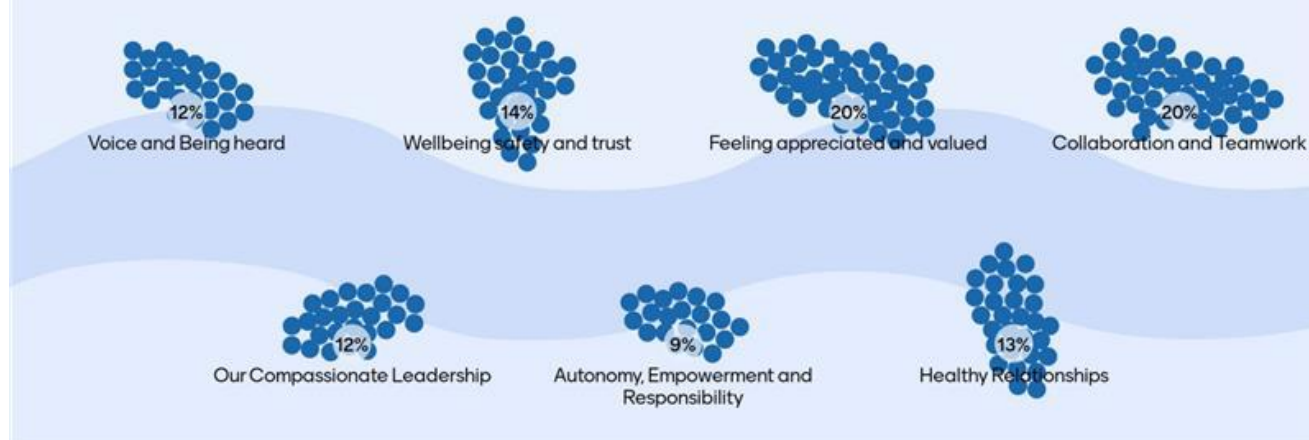


Every piece of the jigsaw is just as important. As evidenced by our recent mentor meter poll at the Nursing & Midwifery Conference on 19th May. We asked our colleagues what words describe a good day at work for them and what part of the jigsaw was most important to them right now.



Which 3 of the following are the most important for you today?

Mentimeter



This is what our staff have said they want and value; it's based on real experiences and feedback, owned by the Board through our people focused Strategic Objectives and focused on our Values. We will be using these themes as a measure of our success – these are the things that our staff say will make more Good Days at Work.

Asesiad / Assessment

1. Our Hywel Dda Cultural Intentions which will shape the focus of Our People Culture plan for Hywel Dda;

How will we get there? Our Cultural Intentions

Our Cultural Intentions set out what we will all work on together to help ensure more Good Days at Work for our staff.

We recognise that we all play a part in making Hywel Dda a great place to work – we want to ensure we work together to improve the experience of working in the NHS for everyone. We will do this by achieving our Cultural Intentions. They will enable us to have a focus and also ensure we share in achieving this together. We want to move from the “You said, We Did” approach to more of a focus on “You said – We will do together”. We all play a part in enabling culture change.

Jigsaw piece of our People Culture Plan	What you said	Our Cultural Intentions
Having a voice & being heard <i>Using my voice to help me feel engaged at work</i>	<i>You want to choose how and when you raise your voices</i>	Intention 1: Enabling our staff to choose how they raise their voice
	<i>You don't always feel safe to speak up about the things that matter to you.</i>	Intention 2: Feeling safe to speak up (including our protected groups)
	<i>We want to have choice in how we raise our voice</i>	Intention 3: Growing our mutual respect and relationships with our Trade Union colleagues
Wellbeing, safety & trust <i>When trust, support, kindness, honesty & fairness are a part of our everyday</i>	<i>Sometimes things can feel disconnected</i>	Intention 4: Rebuilding trust and connections between leaders, staff, teams and trade unions at all levels
	<i>We want to be recognised for our resilience. The things we have achieved in the last few years is quite remarkable - how do we tackle our system challenges</i>	Intention 5: Respecting our staff resilience and strength of spirit
	<i>We don't have time to breathe</i>	Intention 6: Making time and space for reflection and learning from our lived experiences together
Feeling appreciated & valued <i>Motivates us to maintain and improve our performance, giving us a real sense of belonging</i>	<i>Some of us are questioning whether we stay with NHS, in this job, in this department etc...</i>	Intention 7: You want to stay working with us
	<i>Depending on whether we have just started, been here for a while or have been here to retirement - what we need will be different</i>	Intention 8: Supporting you at each stage of your working life with us
Collaboration & teamwork <i>Builds relationships, teamwork, collaboration and fellowship</i>	<i>How do we remove the silo working culture and just collaborate more together to achieve the same common goal?</i>	Intention 9: Our teams collaborating together for better patient/client/service user care
	<i>Its so important we understand each others challenges</i>	Intention 10: Showing each other compassion
	<i>We all play a part and sometimes roles arent recognised</i>	Intention 11: Valuing everyones role and contribution

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Jigsaw piece of our People Culture Plan	What you said	Our Cultural Intentions
Our Hywel Dda leadership <i>Focus on others needs and feelings to contribute to the wellbeing of others</i>	<i>We like to see and speak to our leaders, so we can feel connected to them and be part of the same team</i>	Intention 12: Visibly leading our people with purpose and compassion
	<i>Our people did amazing things in the pandemic - we need to ensure we empower that innovation and creativity to find the right solution for our patients</i>	Intention 13: Moving from being leaders of service to leader of people
	<i>Where are we going next? How do we ensure we are all working on the same goals?</i>	Intention 14: Reaffirming our vision and providing hope for the future
Autonomy, empowerment & responsibility <i>Increases our productivity - and reduces our frustrations!</i>	<i>Our careers and development are important to us</i>	Intention 15: Empowering you to lead on your development
	<i>We took decisions in the pandemic and want to be trusted to do our jobs</i>	Intention 16: Trusting you to be responsible and accountable
	<i>We want more choice in the way we work</i>	Intention 17: Embracing flexible working across all our staff groups

These are Hywel Dda's Cultural Intentions. We are allowing local prioritisation from intelligence that we gain through conversations we are having. What we focus on in each service or professional area might be different to ensure we focus on the right things.

We will work with our Directorates and Professional Groups to ensure and identify any additional Cultural Intentions they want to focus on to ensure we are addressing all cultural themes. We have already started this with some of the priority areas we have highlighted below. For the most part the leadership have agreed the Hywel Dda Cultural Intentions already cover the cultural challenges within their services and professional groups and have only identified a few additional Cultural Intentions.

2. Measures we are using to ensure we track impact;








Our Board want to ensure we measure the impact of the work we do on this journey. The Organisation Development Relationship Manager Team have been working with the Culture & Workforce Experience Team on a project called *Measuring Impact* and have assessed the data needed to best ensure we achieve. They have also had to consider the data we have access to currently to ensure progress can be made. This has included a review of best practice and theory to ensure we select the best way to measure the impact of the wholesale interventions that are made through the work on the People Culture Plans. This will be a whole service approach from within Organisation Development. Our Commissioning space enables us to have good honest conversation about the challenges within teams as well as the successes and then enables us to provide the right interventions to support a shift in culture. We are also now trying to focus on enabling more strategic interventions to see if it has different impact (for example our approach with A & E services). We are putting "collaboration & teamwork" at the heart of the way we work together to achieve the aspirations of our People Culture Plans.

Our Culture & Workforce Experience Team have created a bespoke dashboard based on what we currently have access too. Our dashboard has enabled us to start the process of getting under the data we have available. It has also confirmed for us that it is only one piece of the jigsaw, as

it doesn't tell the full story. Our staff stories and on the ground intelligence is important in assessing the challenges and how it feels to work in Hywel Dda. This will require a collaborative team effort to really understand our culture from our whole Organisation Development service, working closely with the other pillars of Workforce and Organisation Development.

The bespoke dashboard contains the workforce metrics we currently have available to enable appropriate measurement to assess impact. The metrics in the dashboard will evolve over time. It is noted that intelligence including staff experience, staff stories, intelligence from on the ground will be other important piece of the jigsaw in assessing measurement of impact. The dashboard will not be looked at in isolation. This will be a holistic approach, based on the research of theory and best practice. (a bibliography is available if required)

Our first cut of baseline data for measurement of impact was taken in November 2021. We are calling it our: *"Measuring Good Days at Work"* Dashboard It is noted that due to Omicron and then subsequent deployment to support sickness data reporting of the team, it was not possible for the Relationship Managers to be out on site speaking directly to our staff until March/April 2022. We will be using staff stories to bring this dashboard to life. It will be this rich intelligence that really enables us to tell the story of how our staff have Good Days at Work.

Jigsaw Piece	Primary Measure	Secondary Measure								
	Staff Engagement Score	Turnover and reasons	Thinking of Leaving intelligence	Stay interviews	Exit Interviews	OD Interventions Feedback	ER Activity	Sickness Absence	Leadership Development	Staff Stories
Voice & Being Heard 	✓	✓	✓	✓	✓	✓				
Wellbeing, Safety & Trust 	✓	✓	✓				✓	✓		
Feeling Appreciated & Valued 	✓	✓	✓	✓	✓			✓	✓	✓
Collaboration & Teamwork 	✓					✓				
Our Hywel Dda Leadership 	✓	✓	✓	✓	✓		✓	✓	✓	✓
Autonomy, Empowerment & Leadership 	✓	✓	✓		✓		✓	✓		✓
Healthy Relationships 	✓	✓	✓		✓		✓	✓		

Measuring data too regularly could mean cultural trends are not considered appropriately. It is also critical to acknowledge that periods of the calendar year tend to highlight different trends which will be considered as part of our measurement of impact. Naturally there will be ebbs and flows in terms of temperature checking the organisation. For example, we know we have winter pressures which impact us annually. We have also noticed challenges around staffing during the Easter holiday period. For this reason, we will assess impact on a 6 monthly basis as a check in process – not an assessment of impact. This will be done at the following periods:

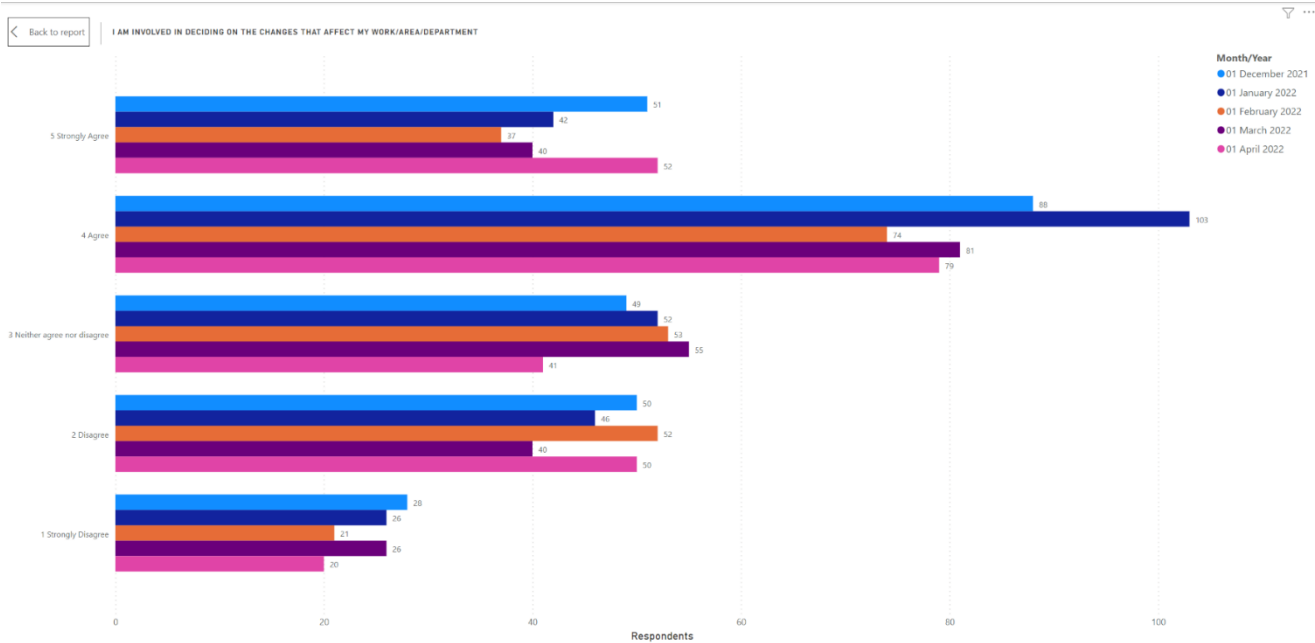
Period of Measurement	When will the data be run (due to delay of sickness absence reporting)
April - September	November
October - March	May

This data will then form part of a wider organic assessment of impact as we progress on the culture change journey. We will use our staff stories to bring it to life.

Here are some key highlights from the data that we know on a Health Board basis:

Our Board measures staff engagement score is a key primary measure. A key insight is that overall our engagement score is reasonably consistent across Hywel Dda during the period December to April of between (Highest in January 77.09% and lowest in April 73.99%). In terms of our score for our professional groups: Medical & Dental (highest was January 74.5% and lowest was March 58.49%), Nursing & Midwifery (highest January 77.6% and lowest December at 70.41%) and Therapies (highest was January 82.99% and lowest was April 73.95%). Of note is that there has been a trend of reduction with our medical and dental staff which has highlighted a score of 58.49% in March, but then increases again in April to 70.55%. Our work supporting focused teams within acute medical and our newly started conversations with primary care medical should enable us to better understand this to agree appropriate interventions to support. It has highlighted “collaboration & teamwork” challenges we need to do between acute and primary care. A better understanding of their respective challenges and working together to address.

Another aspect we want to better understand is that one of our key engagement questions which looks at whether our staff feel engaged in deciding on change in areas of their work or that affect their department. This measure has been lower than the other engagement questions (more people have disagreed or strongly disagreed with this question) – so we want to better understand this. Please see graph below for staff numbers per month. The higher number of respondents disagree with this question as opposed to any of the other questions. Emphasis of our aspirational culture is about encouraging empowerment, so this is a key issue for us to consider.



Sickness also is an important measure to highlight. Our rates between December and March 2021/2022 were consistently high. However, this is now reducing. This is not unusual in the calendar year.

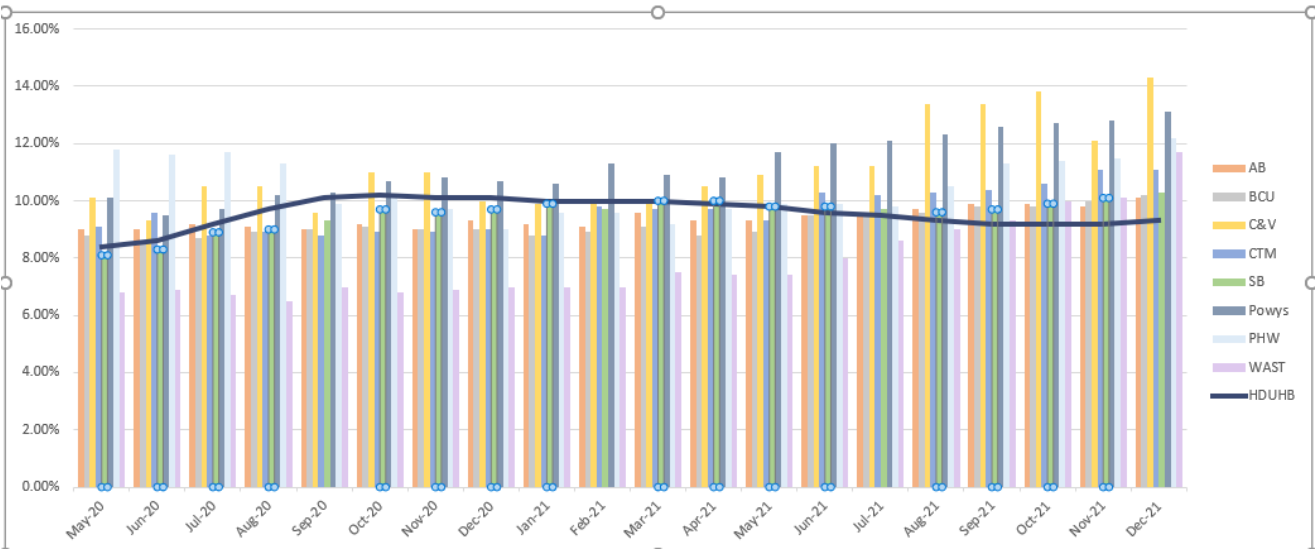
Our thinking of leaving data has been collated since December 2021 and between launch and February 2022 we have had 44 responses. Pay & conditions is currently the main reason for staff feeling to leave (9 out of 44). We are already starting to see the cost of living crisis impacting

staff and are signposting staff to the benefits available to Health Board employees such as the Hapibenefits scheme.

Focusing on turnover. The graph below highlights the comparison with the All Wales position. Our turnover has reduced slightly and remains lower in comparison to the other larger Health Board across Wales. The work we are doing is already having a positive impact.

Graph 1

This Graph show how HDUHB turnover across all staff groups compares to the other Health boards month on month.

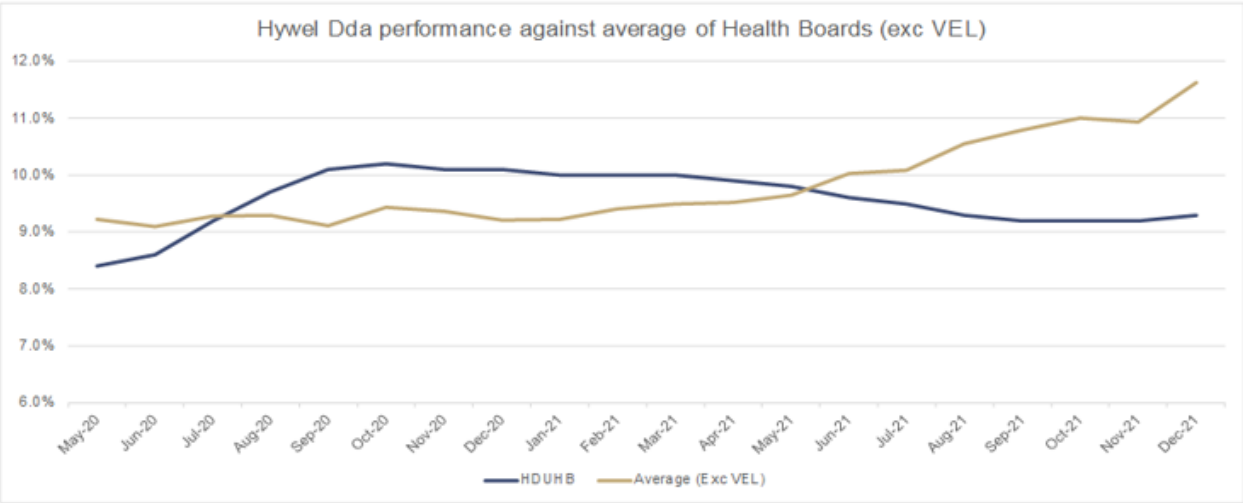


Graph 2

This graph shows how HDdUHB turnover across all staff groups compares to the average of the other Health Boards month on month

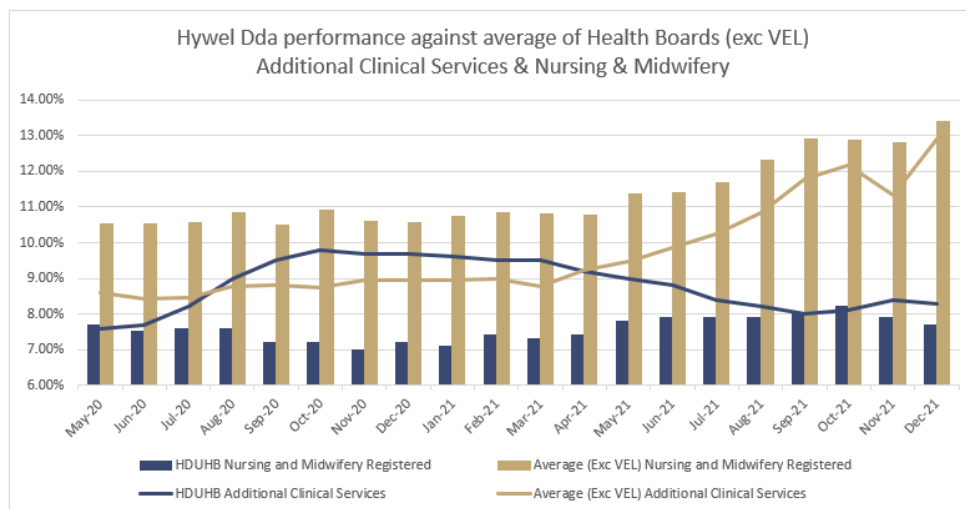
All Staff Groups

Please select Staff Group from Blue Dropdown

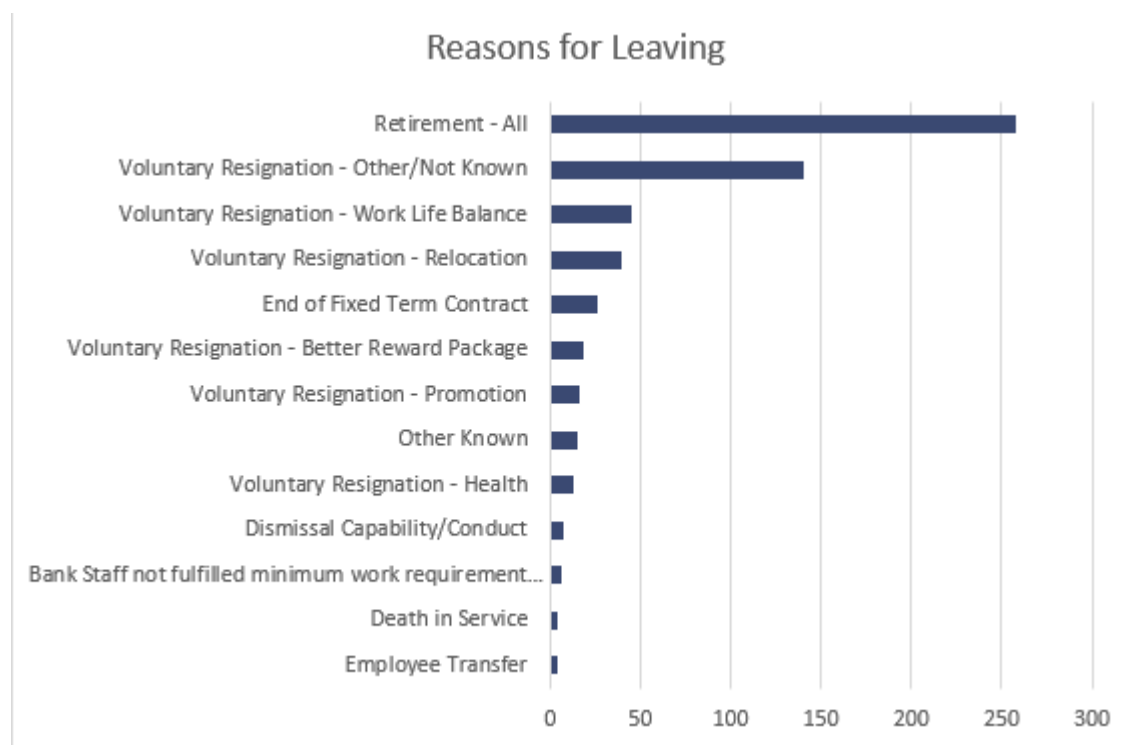


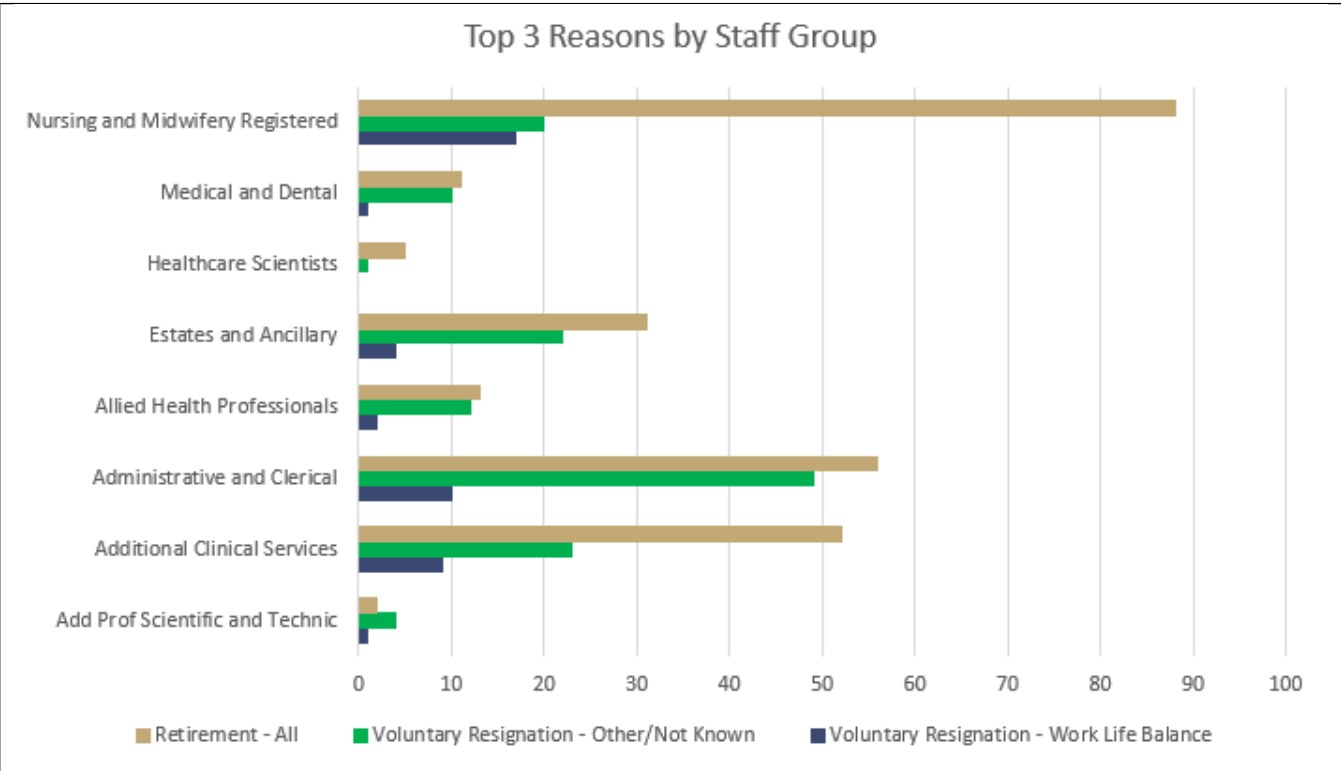
Graph 3

This Graph show how HDUHB turnover across Nursing and Midwifery (presented as columns) and Additional Clinical Services (presented by lines) compares to the average of the other Health boards month on month.

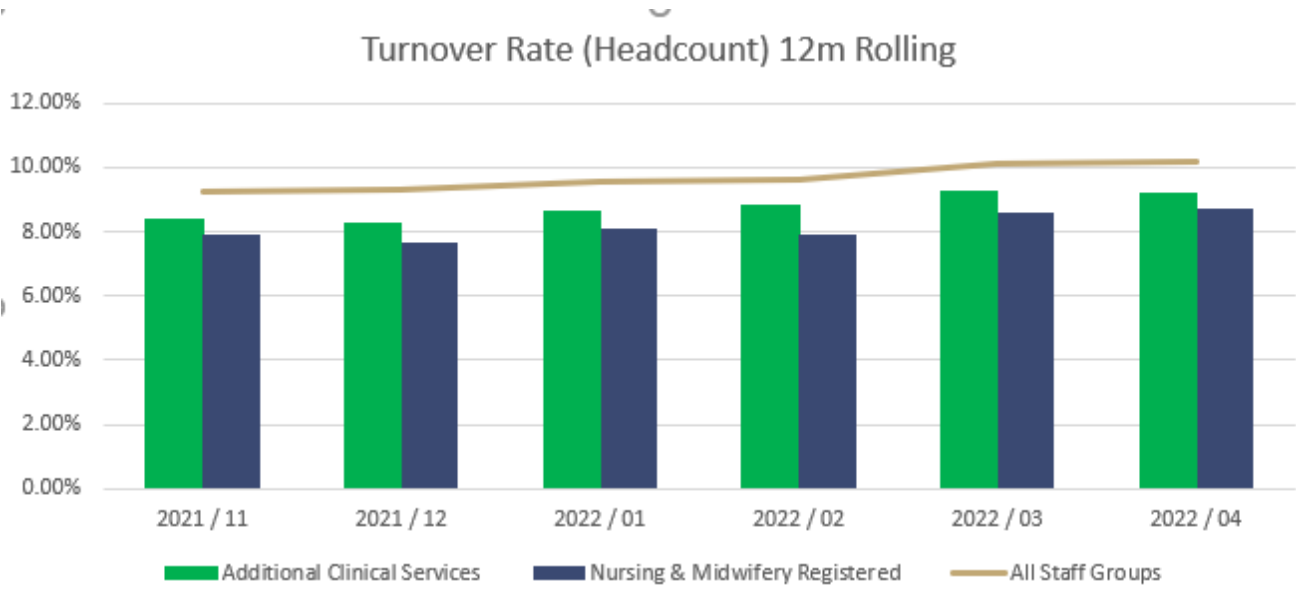


It is important to recognise that not all staff turnover is negative. A certain level of staff turnover encourages change and innovation across our organisation. Being mindful of our capacity staffing levels at present, it is critical to understand where we can reduce staff shortfalls within Hywel Dda. The reasons for staff leaving HDdUHB are highlighted below:





Below shows the internal Hywel Dda turnover by headcount for job roles for a 12 month rolling period.



This shows a reasonably consistent trend. It is important to note in terms of temperature checking, reporting on 8 points would be required, so we will keep this under review to see if there is an impact shift.

As part of the work on retention we will be focusing on trying to better understand “voluntary resignation – other/not known” reason for leaving. We recognise that as the world faces the “big resignation” our staff are also making choices about their lives, where and how they work as we come out of the pandemic. We are also trying to better understand why many of our staff leave within the first 5 years of service. As a group we have reviewed this for the past 3 years for nursing & midwifery, with the primary reason for leaving being voluntary resignation (this includes other/not known, relocation, work life balance). Out of 245 (FTE) nurses who have left in the last

3 years 55.57% identified their reason for leaving as “other/not know” which accounts for 22.6% of leavers. We need to better understand why they felt unable to specify the reason for leaving and also to understand the core reason. The Nursing Task & Finish Group are exploring the data to identify appropriate interventions to support staff.

In terms of understanding the jigsaw picture fully and considering impact, we are also trying to get more engagement around exit interviews. Our measuring Good Days at Work Dashboard retains the data we have to date here and enables us to try and better understand the picture. This along with Stay interviews and Thinking of Leaving interviews will provide us with more clear pieces of the jigsaw on how we can create more Good Days at Work in Hywel Dda. The process that sits around our exit interviews is being revamped and we will be including shifts that occur within the Health Board as well as leaving the Health Board.

3. Our priority service and professional areas of focus so far and why we have taken this approach;

We have had to adapt our approach due to pressures on the ground and covid. We have focused on our professional groups to start this journey. We have also focused on the following Directorate services as follows:

- Nursing & Midwifery
- Medical & Dental
- Therapies
- MHLD
- Women's & Children
- Estates & Facilities
- Workforce & OD

The specific service areas have been chosen again to ensure organisational reach and linked to some key interventions we have been supporting on the back stage in supporting management of organisational risks. We have included the professional groups to enable us to capture a wider number of our staff across our whole geography. It has also linked to some key interventions we have been asked to support to help address some of the pressures in the system. We are able to work proactively and respond to the needs of our services. For example: Mental Health & Learning Disabilities following a request for support from the Director. We have been supporting our A & E services across three sites (Glangwili, Withybush and Bronglais), due to the on the ground pressures being experienced by our staff. For similar reasons, we have also been supporting our Public Health Health Visiting teams.

Our work with Workforce & Organisation Development has been important because we have to *be the change we want to see*. Our focus to date here has been on our role as conduit, by building relationships and networks and more recently getting a better understanding of all the new initiatives and work our services are providing. We are learning it is becoming so important to get the message out to our staff of the great work being done by our Directorate. This will enable us to support the message of change on the ground. We are using our data here to help us build on our disruptive platform for Workforce & Organisation Development to refocus our service to add best value and deliver the best staff experience.

4. Examples of how we are bringing the backstage work into our front stage

In the In-Committee meeting of PODCC, Our Guiding Principles and ways of working were discussed. They were approved in the following PODCC committee on 3rd February 2022 and much of our work on the back stage takes time to show shift and demonstrate impact.

We have already highlighted that 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 put at the heart of our interventions, not just within the Organisation Development Relationship Manager team but across Organisation Development and wider in Workforce & Organisation Development. It is a cornerstone of our People Culture Plans. We have to be the change we want to see. Our Guiding Principles set out the way we will work in that regard.

Much of our work is back-stage. Things take time to show shift and demonstrate impact. We are already noticing some inspiring visions of hope:

- our 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.
- we are seeing increased trust between us and the leadership teams and staff;
- increased resilience in small pockets – the work we are doing is enabling short term resilience, but it is noted that a long term support is needed to address workforce capacity
- increased building of relationships
- staff feeling more supported – now been able to reach out to more staff (across the whole Organisation Development service)

We have already had some great feedback in this regard (some examples below):

“I am so very grateful of the support you have given and for the feedback, as I really want to make a difference for the staff” (Women’s & Children)

***“You made a real impact in the meeting and your presentation was well received. In the last 6 years we have been wanting this support, and you have made a difference already, for staff to know that you are here to listen. One member of staff rarely engages unless its to complain and always has their camera off in meetings, they had their camera on and asked you questions, I couldn’t believe it”.
(Women’s & Children)***

“Thank you for answering my plea for help and for helping design the away days, it will make such a difference to the teams”. (Community Nursing)

***“And you are all amazing too. Your support makes such a difference to our teams.”
(Public Health)***

***“We have really seen an improvement since the first intervention, thank you”
(Pembrokeshire County)***

“The RM is quite brilliant” (Estates & Facilities)

“How long are you here for? So many worthwhile initiatives are funded and then nothing happens. Its really good to know you are here permanently.” (Women’s & Children)

“Over the past 6 months, we’ve been part of a great journey and learning experience during which we’ve watched the MDT group find its way back to its exemplary standards.

This has been possible because of the group's energetic members, meaningful agenda and engagement in high quality discussions. Thank you for your support" (Medical)

"This work is long over due. Glad you are doing this work now – we need more flexibility as nurses are leaving" (Nursing)

One of the key things we hear is the following feedback: ***"thank you for listening"***. This is something we really pick up as a key message across our Organisation Development service and is an important one to recognise. We need to ensure that our brilliant people have a voice in Hywel Dda. They won't 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 our staff continue to say is important to them.

Some examples of our work progressing on the continuum between the back stage and front stage can be provided at a future in-committee session.

- Leadership Resilience Building
- Mental Health & Learning Disabilities
- A & E Services (GGH, BGH & WGH)
- Urology MDT

- Public Health – Health Visiting
- Paediatric Clinical Leadership Team

5. More Good Days at Work means better Retention

There is a new planning objective for 2023 focused on staff retention that the Relationship Managers group are leading. A Nurse Retention Task & Finish Group has been established to help us focus on nursing retention. The group has enabled and created much positive engagement with our nursing leadership and supporting colleagues across Workforce & Organisation Development. To succeed this will require a team approach.

We have started by focusing on what our data tells us about our turnover and focused on some further metrics including reasons for leaving, length of service, sickness, stability data including our usage of temporary hours/overtime and agency. This has highlighted some hot spot areas which from the data in isolation tell us suggestions of challenge or success. Part of the work we are therefore doing is to gain on the ground intelligence by engaging with the leadership teams and the staff to better understand what the data tells us. Again, this has proved that the data does not tell us a full picture.

A workplan has been developed to ensure our work is focused and we collaborate together to achieve solutions. Some of the main areas of focus are set out below:

Autonomy empowerment & responsibility

Flexibility in the way we work: Our goal is to ensure we don't lose any nurse unless we absolutely have to. We have a Strengths, Weaknesses, Opportunities, and Threats (SWOT) team to ensure we can consider the art of the possible for case studies of nurses who have faced challenges to applications for flexible working. We are also undertaking a piece of insights work by interviewing some of our staff on their experiences of requesting flexible working and manager focus groups to understand the rostering challenges. This aligned with a research piece into best practice on flexibility will help inform a Flexible Working guide for Hywel Dda for our nursing staff. It is our aspiration that this will not be policy focused, but more aligned with a HR Disrupted agenda.

Voice & Being Heard

Using our data to help inform where we go and how to better understand challenges and success: Through a review of metrics we have identified as a Task & Finish Group some key areas we want to obtain staff experience to better understand what retains our staff and why they might be leaving. We have identified areas to undertake a deep dive provide better understanding: some contrast learning groups with teams to better understand the approach to understand differences in the data.

Wellbeing, Safety & Trust

Time out for reflection & restoration: This is so important for our resilience and sustainability. It is recognised by Professor Michael West that you are 60% less likely to leave your job, if you have effective teamworking and this is a key cornerstone of our People Culture Plans. He also acknowledges that you can be 35-40% more productive and innovative if you take time out to reflect on things such as away days etc. We are therefore exploring the potential for a time out fund to enable reflection to enhance resilience across our system. Our Nursing & Midwifery staff acknowledged how this was so important to them at the recent conference. Seeing smiles and laughter in the room was very empowering.

Keeping our staff fit and healthy in work: The Occupational Health and Staff Psychological Wellbeing Teams are exploring opportunities around two themes to enable staff retention. This includes creating the right environment to encourage attendance at work and reduce staff sickness. Whilst the proposals are at early stages of development, we are exploring ways to enhance this agenda.

Feeling appreciated and valued

The group have been informed about the "Appreciation" work undertaken by the Culture & Workforce Experience Team to launch our staff awards and to take forward this key agenda. Key to our success will be to ensure we are spreading the learning across Hywel Dda: Our Senior Nursing colleagues are a key part of our group and have been asked to share the learning with their nursing teams across Hywel Dda.

Progression and Impact

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

Our staff are appreciating feeling listened to. Not because they have not felt listened to before, but because we are giving them opportunity to raise their voice in a way they feel most comfortable. For example: our Working in Confidence platform, our thinking of leaving surveys and discussions with our Relationship Managers on the ground in an informal way. This really goes to show we are already achieving making great strides in achieving our first Cultural Intention: *Enabling our staff to choose how they have their voice.*

It remains a concern that so much of our staff voice relates to the capacity within the system to meet the needs of our population. Staffing levels are under pressure and this in turn places pressure on our remaining staff. Key messages from our back stage work so far shows how important time out and opportunity to breathe is in ensuring their strong resilience.

We cannot rest on our laurels in this regard and continue to focus on the workplan interventions briefly set out above. As we learn more, we will develop this workplan to ensure the right

interventions are supported. This information will also help inform our People Culture Plans for each of our service areas.

1. Important blocks in the infrastructure have been built including:

- a. developing the concept of the People Culture Plan;
- b. setting and agreeing the Cultural Intentions for our priority areas; and
- c. developing the capability to measure progress, building a dashboard and the ability to capture staff stories and staff experiences.

2. Built engagement platform including:

- a. establishing our brand communication methodology;
- b. establishing our customer contact process, like lead and shadow for all areas;
- c. built positive relationships with staff side and partners; and
- d. built positive relationships with staff and line managers.

3. Impacting on service resilience including:

- a. not shying away from hot spots areas;
- b. providing a responsive and compassionate service; and
- c. providing a conduit link between leaders, Workforce & Organisation Development and staff side.

4. Evidence of what we said we were going to do can be seen in our data and intelligence on: Retention, Sickness, Turnover, Board Engagement index, and staff stories.

Let's not forget, this is a brand new team and concept. The team has only been in post since October 2021 and have been deployed in the interim to support other priorities. The team are showing courage and compassion in the way they are working across our system. Creating good days for work for themselves, as well as our staff.

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. A loose reign allowing the Organisation Development team to do its work through the relationships of trust and credibility. Reflection space is critical to doing this right, not quick. 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 done.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is requested to receive assurance on the actions taken as outlined in the report on Transforming Staff Experience into Positive Culture Change.

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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	See Appendix 1
Rhestr Termiau: 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:	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:	Referred to within the body of the report
Risg: Risk:	Referred to within the body of the report
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	Not applicable.
Cydraddoldeb: Equality:	Not applicable.



OD RELATIONSHIP MANAGER TEAM

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Key:

Red = Engagement

PCP Themes = Orange

General = Green

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OD RELATIONSHIP TEAM

GREAT ORGANISATIONS – RESEARCH AND REFERENCE

Who is a Great Organisation?	Things they do we can use	How will we make use of this for the Hywel Dda Way?
<p>Google</p> <p>Who are they?</p> <p>Google are an American multinational technology company, specialising in Internet related services and products (ie online advertising technologies, search engine, cloud computing, software and hardware). They are considered one of the 5 big Tech companies (along with Amazon, Facebook, apple and Microsoft). Apparently, they are the World's only data driven HR function</p>	<ul style="list-style-type: none"> They believe that trust and relationships drive innovation. Leadership: they have embedded 8 Leadership characteristics which they continually measure, which are: <ol style="list-style-type: none"> 1. Be a good coach 2. Empower your team and don't micromanage 3. Express interest in your Team members success and wellbeing 4. Be productive and results-oriented 5. Be a good communicator and listen to your team 	<p>We are going to embed and measure these as part of our roles.</p> <p>We can use these as a framework and embed via:</p> <ul style="list-style-type: none"> Coaching Network set up/Training Feed in to Leadership Programmes PADR's training and monitoring

<p>purely using people analytics.</p>	<ol style="list-style-type: none"> 6. Help your employees with career development 7. Have a clear vision and strategy for the team 8. Have technical skills so you can advise the team. <p>They measure these by:</p> <ul style="list-style-type: none"> • Leaders are measured twice a year by their team on the 8 leadership characteristics. • Periodic 121 coaching is offered to staff as a number one priority to invest in their staff. • Frequent personalised feedback is encouraged. • To engage staff and monitor performance, they use Dashboards and surveys (not anonymous) to identify correlations to provide recommended actions. Their goal is to substitute data and metrics for the use of 'opinions'. • Engagement: They have created a 'PiLab' which is a sub group set up to conduct 'experiments' to determine the most effective approach to people issues (ie reward and what makes people happy). • They use a retention algorythm which identifies potential leavers and this is perosnalised. 	<p>Dashboards and our People Insights/surveys/Engagement tools can be adapted.</p> <p>Workshops/Breakthrough sessions/create Engagement Task Groups/delivery of our story and who we are/collaboration with WOD pillars.</p> <p>Workforce Planning Pillar.</p> <p>Exit Interviews/Internal movements – via our People Insights.</p> <p>Strategic and Workforce Planning Pillar.</p> <p>Appraisals/Retention/PADR's/Succession planning – People Insights/Culture People Plans.</p> <p>Absolutely must encourage/embed this as part of the collaborative culture piece.</p>
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	<ul style="list-style-type: none"> • To improve diversity they identify weaknesses in recruitment, retention and promotions. • They use predictive modelling for workforce planning and a hiring algorithm which they have shortened to reduce hiring time. They hold no more than four interviews and predict candidates who are most likely to succeed. BUT they also set up a project (Janus Project) to learn from this and they revisit rejected candidates to see if any have been missed. If they are, then they are recalled. I think this puts the 'human' element back in to what is an algorithm. • To calculate the value of their top performers they make the best business case to get Executive Support. • They believe that workplace design drives collaboration and so they have increased collaboration between different functions and they base this on 3 core factors: <ol style="list-style-type: none"> 1. Discovery 2. Collaboration 3. Fun!! Fun is a major factor in attraction, retention and collaboration. 	WOD Pillars and engagement.
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	<ul style="list-style-type: none"> • They have increased and prioritise 'discovery and learning' by providing hands on learning and not via traditional classrooms, they believe that we learn from failure so they offer project rotations, and encourage self directed continuous learning. 	
<p>Belron</p> <p>Who are they?</p> <p>Belron is a vehicle glass repair and replacement group operating worldwide across 34 countries and employing over 25,000 people.</p>	<p>Engagement: To reach their large demographic of staffing, they select a sample group of staff every week simply asking them "how was work for you this week?" this is sent via a text message to mobiles and they review responses and follow up.</p>	<p>We can use this approach which is simple to meet our demographic of staff who may not be IT literate/neurodiverse/may not have access to IT equipment/may not have time to sit down and complete an online survey. Or we could use the Hapi app (barrier could be, not all staff may have downloaded/use).</p>

<p>Co-Op</p> <p>Who are they? Co-op is a British, diverse family or retail businesses (such as food, wholesale, e-pharmacy, insurance, legal and funeral care). It is owned by individual members and other co-ops and not big investors, and their members get a chance to have a say on how the business is run, which means members receive profits such as money, rewards and offers. They also support local communities with different initiatives.</p>	<p>Engagement: They have created a “colleague voice” to regularly check in and find out what staff want and what should be focused on.</p>	<p>As part of the wider Engagement piece and WOD collaboration.</p>
<p>Virgin Trains</p> <p>Who are they? They were a train operating company in the UK (part of the wider Virgin Group), created a joint venture between Virgin Group and Stagecoach which came to an end in 2020.</p>	<p>To target their large demographic of staff (ie generational etc), they looked at the social media preferences used by their staff to target engagement and open dialogue with them via those preferred platforms. This meant that the reach was bespoke.</p>	<p>As part of the wider Engagement piece and WOD collaboration.</p>
<p>NHS Mersey Care Trust</p> <p>Who are they? Mersey Care NHS Foundation Trust runs a specialist mental health trust and provides learning disabilities, addiction management, acquired brain injury services and the provision of community nursing and therapies services in the City of Liverpool and Sefton. They employ approximately 12,000 staff so comparable with us at Hywel Dda.</p>	<ul style="list-style-type: none"> • In 2016 they introduced a ‘just and learning culture’. The piloted this in two areas where disciplinarys and ER cases were high. • The outcome was that disciplinarys, suspensions, sickness etc was reduced. • Behind every process they recognised that there are people and for moral and ethical reasons they recognised this and put people at the centre of the culture. • NHS survey identified that different leadership was needed and they had to change and improve engagement levels. • The ‘Just’ culture focuses on Accountability, they realise that in the NHS there can’t be a ‘no blame 	<p>Wow, so many great things done here which we can certainly learn from and design/implement for the Hywel Dda Way. Perhaps we can have a team reflection session on this when we have all watched the ‘Just Culture’ film?</p>

	<p>culture' due to the setting, but that being accountable and looking at the systems was key.</p> <ul style="list-style-type: none"> • They took a 4 stage approach to look at triggers to avoid bias and to have consistency. • They noticed that behaviours shifted and improved attitudes. • Please watch the 'Just Culture' film made about their journey (Link: Just Culture - NHS MerseyCare Documentary on Vimeo) • They design around what they think they know and it must align to the use experience and they design this to create psychological safety. • They learn from every day conversations which they believe creates safety and structure. • Belonging was key to their culture shift. • Respect was embedded as a value and they deep dived to look at incivility and disrespect (if you haven't read research by Dr Chris Turner "Civility saves lives" then please do). • They introduced focus groups to co-create what behaviours they wanted to seek. • They have fun days to celebrate key milestones such as bullying week. • They have pledged to the campaign "speak up – listen up – follow up". 	
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<p>Netflix</p> <p>Founded in 1997, Netflix has developed and reacted to market to become a subscription-based streaming service that allows members to watch TV shows and movies without commercials on an internet-connected device.</p>	<p>Their core philosophy is “people over process” and they believe that with this approach they are a more flexible, fun, stimulating, creative, collaborative and successful organization.</p> <p><i>“If you want to build a ship, don't drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea”.</i></p> <ul style="list-style-type: none"> • encourage independent decision-making by employees • share information openly, broadly, and deliberately • are extraordinarily candid with each other • keep only our highly effective people • avoid rules <p>Engagement</p> <ul style="list-style-type: none"> • Adult to Adult approach to workforce. They have a belief of Freedom and Responsibility whereby the organisation set context and values to work within. They believe that if you add high numbers of policies and processes particularly those that have been introduced to combat errors, that they will only work to ‘dumb-proof’ the organisation which will in turn result in ‘dumbing’ down the workforce rather than encouraging creative and innovative thinking and adult 	<ul style="list-style-type: none"> • The wellbeing survey indicated high levels of bureaucracy creating intensification of work, whilst there was an acceptance that there was a requirement for documentation and procedures there was a sense that this was detracting from high levels of patient care and adding to burnout. • Is there scope for review/reduction of documentation, processes and systems across the wider HB, considering that there will always be a requirement for policy/procedure/paperwork? • There appears to be a disconnect and lack of trust and engagement between individuals/teams and senior managers. How can we work to improve the relationships and remove the barriers created by a hierarchical structure? Stop
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	<p>behaviours eg their expenses policy just states 'spend Netflix money as if it was your own'. The organisation need their colleagues to react to change quickly and be innovative and believe that compliance to a plan is restrictive with this aim in mind.</p> <ul style="list-style-type: none"> Limited Hierarchical structure – They believe that the workplace is not about seniority or politics but by being surrounded by a great team and believe that all people have the ability and opportunity to bring ideas to the Table. <p>Trust</p> <ul style="list-style-type: none"> They believe that they work with talented people, who they trust and accept in an environment where there is only context and limited control that mistakes will happen. The mindset that they have adopted is that 'why would a good person do this wrong thing?', ie it is not a blame culture and they will learn from these experiences. The workplace is a safe place to disagree and there are feedback mechanisms in place so employees feel safe to raise behaviours that are inconsistent with the organisational values. They trust all colleagues to have ownership of projects, the way that they work and interact with other colleagues. 	<p>referring to people by bands could be a starting point, does it need to be included on organograms?</p> <ul style="list-style-type: none"> Increase trust particularly between front line staff and more senior managers by removing blame and creating an environment of psychological safety. Create more opportunity to interact and work with senior managers so that they understand the importance of this. Could we include senior managers at induction? Is there opportunity for, organised but informal catch ups with senior managers to break down barriers and to enable senior managers to really hear what is being said. The wellbeing report indicated that there was a culture of promotive voice, but this can always be improved so that colleagues feel that their voice and opinions matter. OHRM role can help here. If we are aiming to change our culture then we need to get the right people in the right jobs. Do we undertake values aligned recruitment to ensure that the whole person (skills, knowledge, qualifications, values etc) is considered as a 'fit'? If individuals are creating a toxic environment are certain behaviours tolerated due to the pain of losing skills and knowledge if the individual is dismissed? Can we be brave here?
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	<ul style="list-style-type: none"> Integrity is key to working at Netflix and it is described as <i>"You only say things about fellow employees you say to their face."</i> <p>Recruitment</p> <ul style="list-style-type: none"> Hire quickly and let go quickly - As with all organisations they look to recruit the best but on occasions where a colleague is not adding value they are exited from the company within a relatively short period of time. They believe that the short-term chaos created by this is worth bearing to ensure that the team is made up of like-minded and effective individuals that will help build the business and uphold the values. <p>Links to more information on the culture Netflix Jobs</p>	
<p>Zappos</p> <p>Who are they?</p> <p>Founded in 1999, online U.S. shoe retailer Zappos.com, growing to nearly \$1 billion in sales in 5 years</p> <p>They aim to provide the very best customer service, customer experience, and company culture.</p> <p>"We aim to inspire the world by showing it's possible to simultaneously deliver</p>	<p>Engagement</p> <ul style="list-style-type: none"> Zappos offer a \$1,000 to quit to new employees following training, this way they can ensure that people are committed and not 'stuck' they talk to people once they understand the culture at Zappos to get an understanding of their experiences, those who stay are committed and 'get' the Zappos total commitment to customer service. 	<ul style="list-style-type: none"> Encourage honest and frank conversations around alignment with values and culture during initial periods of employment? Include CE/ Senior managers/ Board Members in corporate induction? This approach could be weaved into our people culture plans where appropriate, managers

<p>happiness to customers, employees, vendors, shareholders, and the community in a long-term, sustainable way”</p>	<ul style="list-style-type: none"> • The CEO and senior management team are actively engaged with all staff training are present and help people to understand the culture <p>Empowerment</p> <ul style="list-style-type: none"> • Anyone answering the phone has the same empowerment as their lead or line manager, after training they have the same tools and are trusted and empowered to make the right judgement. <p>Happiness (7 things Zappos have implemented to create a happier, more positive work environment)</p> <ul style="list-style-type: none"> • A relaxed dress code • Team building – giving people time to relax and get to know each other • Office library • Internal currency – Zappos employees gives each other ‘Zollars’ to reward everything from high performance to holding a door open for someone – the monopoly –esque money can be redeemed for real goods and allows colleagues to reward one another. • Discounted food and drink, vending machines and canteen/ restaurant • Relaxation areas – to enable short naps during breaks and lunch • Personalised workspaces – allowing people to 	<p>and team could be supported to enable this change</p> <ul style="list-style-type: none"> • Dress code could be implemented where appropriate • Team building - could be actively encouraged and role modelled • Libraries or online libraries/ resources could be made available – this would facilitate greater opportunity for professional development – We already do this!!! Great Library at Hafan Derwen – this could be promoted more? • Internal Hywel Dda currency could be adopted as part of reward and recognition – allow colleagues to reward each other. This can then be traded for something tangible that the individual values. • Apply this principle to all vending machines and canteens? • The New York Times cited a study Take Naps at Work. Apologize to No One. - The New York Times (nytimes.com) where “researchers tested subjects (office workers) on their perceptual performance four times throughout the day. Performance deteriorated with each test. The subjects who took a 30-minute nap between tests stopped the deterioration in performance, and those who took a 60-minute nap even reversed it.” • This could be adopted where hybrid working principles allow and where Hywel Dda people have a ‘workstation’ where this could be appropriate?
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	<p>feel they can be themselves and create your desk as a home from home</p>	
<p>Admiral Insurance</p> <p>Who are they?</p> <p>Since launching in 1993, Admiral Group has grown from a small start up to one of the largest car insurance providers in the UK with a presence in seven countries. What's more, for the past six years Admiral Group has been ranked in the <u>top five of the Best Places to Work For</u></p>	<p><u>Culture</u> <u>Philosophy</u> : People who like what they do, do it better</p> <ul style="list-style-type: none"> - You are the missing piece to our puzzle – that is why every member of staff is handed a jigsaw piece when they join, to signify to the bigger picture - Culture is open and wholeheartedly focussed on four pillars : Communication, Equality, Reward & Recognition and Fun. <p>Links to : Health & Work Life Balance Admiral Jobs Links to : Career Growth & Development Admiral Jobs</p> <ul style="list-style-type: none"> -Armed Forces community -Open the door disability programme -Whistle stop Wednesday blog – stories from people around the organisation - Fun events, meetings, Christmas party, team mechanisms for celebrating success as well as company wide -enhance family friendly policies, including menopause support, paid time off for appointments, enhance mat/pat/SPL/adoption leave <p><u>Recruitment</u></p> <ul style="list-style-type: none"> -Platform is innovative and slick to use -Opportunity to see profile of who will be interviewing you from the advert 	

	<p>-Real life stories and blogs on the website so you gain an insight to the culture of the organisation</p> <p>-Messaging in adverts – Stability, flexible working, progression and development</p>	
<p>Skipton Building Society</p> <p>With 2235 employees this is the UK's fourth largest building society which provides mortgages, savings and financial advice to over 1 million members</p>	<ul style="list-style-type: none"> • Employees are encouraged to take control of their own learning and development. Managers chat with them to establish a development plan and employees then learn at their own pace using classroom-based learning, e-learning, mentoring and social learning. • Managers take part in experiential learning to learn about empathy, and decision-making and leadership in different contexts. • 45 minute staff sessions open to all where staff can share information this ranges from work-based focus ie fraud detection to cookery classes. • Staff in traditionally customer facing roles are now able to have a more flexible approach to working as a result of changes brought about in the pandemic. • One of their strap lines is – Together as 	<ul style="list-style-type: none"> • Develop the PADR to become a living, relevant and meaningful process for all. • Consider looking at experiential learning for leaders within the organisation. Look outside the sector for inspiration. Did our leaders learn from the military ways of working in CV19? • From an organisational practise this could serve to breakdown barriers, share knowledge and best practise and engage staff. • Traditional ways of working for patient facing staff need to be challenged further to see if more work can be done differently whilst maintaining high levels of patient care. • During the pandemic crisis there was a feeling that everyone, no matter what level, were together as one and everyone was pulling in the same direction to achieve a common goal. We need to find ways to translate and maintain the good working practises experienced at this time into working norms. Find influential clinical/managerial staff who experienced and valued the benefits of changing working practises during the pandemic who can become champions for

	one. A good place is a society for all, where everyone pulls in the same direction.	new ways of working and challenge behaviours when the old ways start to creep back.
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