



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:	Discovery Report Action Plan: Progress Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Elin Brock, Head of Research, Innovation and Improvement

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report is presented to the People, Organisational Development & Culture Committee (PODCC) to provide an update on the ongoing work across the Directorate to implement the recommendations made in the Discovery Report on our staff's experiences of working during the pandemic.

We are embarking on a programme of cultural change across Hywel Dda University Health Board (HDdUHB) and the Organisational Development (OD) team have been on a journey to develop foundations to enable and drive cultural change from the ground. The report provides PODCC with a flavour of the journey and impact of the Discovery Action Plan that was created and approved in December 2021.

Cefndir / Background

It has been approximately six months since the Discovery Report Action Plan was approved by PODCC and implemented by the OD team. The Action Plan (Appendix 1) demonstrates the impact of the actions undertaken in this relatively short period.

The assessment below provides an update on progress and a flavour of the impact felt across our people and our services. There is a significant amount of activity ongoing under the themes of the action plan and the quantitative and qualitative data that we are collecting provides us with a flavour of how these actions are impacting our staff and being valued across our services.

The integrated action plan brings together the results of the Discovery Report, The Midwifery and Nursing and Health Care Support Worker Wellbeing Survey and the bi-annual Staff Survey. The Midwifery, Nursing and Health Care Support Worker Survey has recently been released for a second time which will provide further insight into nursing staff experiences with the feedback anticipated towards the end of the calendar year.

The Survey went live on the 11th May 2022 and investigates the workplace climate and wellbeing of staff, including nurses, midwives and healthcare support workers, and also asks for staff feedback on workplace matters such as the employee voice, job satisfaction, and attitudes to work and wellbeing following COVID-19.

The study is carried out via an online survey shared throughout the Health Board. The ability to compare the results from the first survey, pre COVID-19 and the second survey, emerging from COVID-19, could offer powerful learning.

All of the work included in the assessment has led to the formation of two new Planning Objectives (PO) for 2022/23; one of which is a new discovery phase to gather insight into staff health and well-being at work. This piece of work will commence in early 2023 and will again be led by the West Wales Regional Innovation Coordination Hub.

The second PO relates to the development of an integrated offering between Occupational Health and Staff Psychological Wellbeing services.

Asesiad / Assessment

The following section will provide a progress update under each of the Discovery Report Action Plan headings:

1. Growing inspirational leaders

What are we trying to achieve?

Supporting our staff to be confident, compassionate and capable leaders who inspire excellence and improvement and deliver results is an integral part of the discovery report and we have been working hard to develop and evolve our leadership offer to reflect this ambition.

Our leadership programmes have now re-commenced and it has been great to see so many of our staff engage with the programmes see (Appendix 2), OD Dashboard. Coaching is now available and our capacity to provide coaching in-house is growing.

How are we doing?

We continue to develop our leadership offer to enable our people to realise their potential and we are proud to offer an extensive amount of support and interventions from coaching, senior team development, executive team and Board development, specific programmes for medics such as peer mentoring and Consultant development as well as the Star programme for our nurse leaders.

Our leadership support has received some great feedback, including:

"These sessions have been instrumental in supporting me with settling down into a new job and helped me to address the confidence issues that I had been struggling with."

"I knew I needed a safe space to discover more about myself and where I could grow as a person. This programme was able to offer me that and I am pleased that the Health Board is making it available for their staff."

"Having the opportunity to use this employee coaching programme has made an immense difference to my outlook on life. I have been so busy raising my family and putting them first, that I had neglected to look at what was important for me."

"This programme has helped me to learn the skills and use the tools to give me the courage to take a new direction in both my career and personal life."

In line with the Discovery Report, we have been facilitating bespoke OD Interventions for services. The Cultural Reset programme encompasses a range of interventions from Reflection Spaces to whole-team Away Days. These have distinct objectives but both share themes of cultural reset through behavioural change and sharing experiences. There has been significant work shifting the performance management mindset to an appraisee-led culture.

Appendix 2 illustrates the number of attendees and number of sessions held since June 2021.

What are our staff saying?

"Would love to do something like this regularly but with the whole team"

"Thank you! It's what we all needed to talk and someone to listen and care."

"Really enjoyed being able to hear different colleagues' perspectives on how they feels about their working environment."

"Very well presented, lovely to have a positive focus and a focus on the human beings that work in the service rather than process or clinical knowledge."

"Excellent session. Very beneficial. A lot of people let their guard down and I think it was needed to build those connections. I have found myself distancing from people lately and I have taken on board the importance of those social connections. Thank you."

"Jackie was extremely happy to answer any questions at the time of the meeting, however, she was also happy to arrange to speak to individuals on their own after the session. The meeting was relevant to the subject matter and will be helpful in my practice."

"It is great to hear that the Health Board is promoting feedback in a positive way and I hope it will help build more respectful inclusive working relationships - which will benefit all."

"Too often we as a society focus on negative feedback and overlook the positives, we often only celebrate or perceive success at being a manager level or above. I do believe that for true change this needs to be demonstrated from the top of an organisation - its sets the tone for everyone. Thank you for the opportunity to attend."

"Great culture shift. Consistent with the messaging we are hearing across the organisation"

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

What are we trying to achieve?

Adapt our spaces to support staff to do their job most effectively.

We are embarking on a programme of cultural change in HDdUHB and our new team of Organisation Development Relationship Managers (ODRM) have been in post for almost 8 months to develop the service and align staff needs. The focus of the team is to work with our services to create People Culture Plans to drive the culture change from the ground.

How are we doing?

Positive Culture Change

In adapting our spaces to support staff to do their job effectively, we are focusing on creating space where wellbeing, safety and trust is at the heart of our interventions, not just within the ODRM team but across Organisation Development and wider in Workforce & OD. This forms the 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.

Much of our work to achieve this is back-stage. Things take time to show shift and demonstrate impact. But as noted in the paper on 'Transforming Staff Experience into Positive Culture Change', we are already noticing inspiring visions of hope.

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 it's 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)

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

Retention

PO 2L focuses on staff retention and The Relationship Managers Group are leading this work. A Nurse Retention Task & Finish group has been established to help us focus on nursing retention. The group has created positive engagement with nursing leadership team and are supporting colleagues across Workforce & OD. To succeed this will require a team approach.

Charitable funds

One of the key recommendations from the Discovery Report was to create rest areas for staff. The team were successful in gaining £68,000 to support green gyms. After engagement with staff this funding was reallocated and an additional £112,941 was allocated from Apel Hywel

Dda. We have been informed that an additional £31,354 has been made available to support the 'rest' aim, taking the total to £212,295.

It has proven to be extremely challenging to engage with colleagues across the Health Board to identify spaces that can be used to create rest areas and provide updates to staff. Winter pressures and reduced staff availability due to COVID-19 have created huge challenges for our operational staff, meaning that staff engagement was postponed by a few weeks.

A briefing was shared with our operational teams to inform them of the funding that has been allocated for rest areas and to get staff ideas and feedback about how to progress and prioritise the spend. A series of consultative meetings have been held and many more have been arranged to consult with available staff to understand their priorities and needs.

Research was undertaken to provide staff with ideas about what other health boards have achieved.

We have been consulting with our operational staff team leaders to understand their priorities and needs and we have recommended to the Charities Committee that the following principles are applied:

- ✓ £50,000 is provided to the Executive Director for Workforce & OD to support the implementation of the Medical Fatigue and Facilities Charter;
- ✓ The remainder of the funding (£162,295) should be allocated to each County Partnership Forum, according to headcount;
- ✓ Decision and responsibility to support and execute spend for rest and recovery will be determined by local county partnerships;

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

What are we trying to achieve?

Evolve the working experience to support staff to do their job most effectively.

It has been fantastic to see our staff recognition and reward arrangements coming into being and the services we are providing are being widely accessed. We taken measures to ensure we are equipped with the right tools and techniques to access, listen and act upon our staff's feedback and concerns so that they are supported to do their jobs effectively.

How are we doing?

We have recently reviewed and redesigned the entire Exit Interview process, to compliment the 'Good Day at Work' agenda and to promote HDdUHB as an employer of choice. This will support the following:

- ✓ Supporting and empowering Line Managers by sharing the ownership of the process
- ✓ Capturing the lived experiences of those moving within departments
- ✓ Identifying areas (hotspots) of concern quickly
- ✓ Highlighting areas of high retention and learning from success
- ✓ Promoting Hywel Dda as a place that leavers remember positively and recommend to others as an employer

COVID-19 delayed some of our work on Exit interviews, however we are in the process of relaunching this. We want to support and empower our leaders to request (and act upon) feedback. We have refreshed the form into a more succinct, meaningful scaffold for a conversation which will enable this data to be reported in real time. Crucially, we are introducing

an experience assessment element. This will mean that we capture the views of staff moving departments, in addition to staff who leave the Health Board. We have developed a 'Thinking of Leaving?' survey as a precursor to the Work In Confidence platform, which has allowed colleagues to express their concerns on particular issues.

- You said/ We are working together on

The need to show that our workforce is being listened to is a key component for embedding a compassionate culture and organisational progression. HDdUHB has engaged with national methods of collecting staff voice through staff surveys. The data has been fed back through associated reports and no subsequent actions were identified. Varied actions have been implemented from staff experiences. The need to improve association of these actions with staff voice is vital to show the organisation is listening, and to build engagement for the agenda.

'You said / We are working together on' is a programme of interactive communications that demonstrate the themes from listening to the workforce and subsequent actions taken. It will build engagement from staff knowing what actions have resulted from them speaking up and telling us what a good day at work looks like.



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

What are we trying to achieve?

Ensure that everyday working in HDdUHB is a good day.

Over the last year, our approach to supporting our staff's well-being has evolved enormously and we are extremely proud of the work that has been achieved. Work is on-going to scope what an integrated offer to our staff between our psychological well-being service and our occupational health service could look like.

How are we doing?

a) Ecotherapy programme for staff

Our first ecotherapy retreat was completed on 1st April 2022 and received some fantastic feedback. The initial pilot was planned for late summer 2021, however this was delayed due to resourcing and capacity issues within the Staff Psychological Wellbeing Service. An additional four ecotherapy retreats are planned for 2022 and a further five for 2023.

The retreats have been specially designed for HDdUHB staff as part of a wider programme focusing on rest and recovery. They draw on the growing evidence base that shows how spending time in nature supports our physical, emotional and spiritual health and also aids in recovery. The retreats are aimed at members of staff who are experiencing high levels of work-related stress, who are at risk of burnout or who are already on sick leave for these reasons and are promoted as an opportunity to:

- ✓ Slow down and reflect.
- ✓ Reconnect with self and others.
- ✓ Experience restoration in nature.
- ✓ Develop individual recovery plans.

The retreats are offered at venues across the three counties, making them accessible to all staff across the whole of the Hywel Dda region.

What are our staff saying?

“It’s been perfect, I’ve never experienced anything like this before”

“Part of me has been healed, nature is now my ally”

“I am so much a better place now and it wouldn’t have the same effect inside”

b) Wellbeing Champions network development programme

The Wellbeing Champions (WC) initiative was launched in April 2021 and to date 131 staff have registered to become a WC and 65 staff having completed an induction programme to become a WC. The Health Intervention Coordinator who is leading on this initiative has developed a learning pathway to support a formal induction process for WC. Bi-monthly training is also provided to support the WCs in their role. The WC Fund is open to allow WC to apply for a small amount of funding (up to £200 per champion) to support their local wellbeing initiatives. WCs are actively promoting their roles with online and printable resources that have been made available to them. Local initiatives that have been developed by the WCs include lunchtime Tai Chi classes, ward-based wellbeing libraries as well as initiatives that support hydration, exercise and relaxation.

c) Bereavement support and training for staff

This project commenced in November 2021 with the appointment of two Specialist Bereavement Staff Support Trainers on a job-share basis with the remit of providing training and education relating to death, dying and bereavement to staff. Working relationships have been established with senior nursing teams and operational managers to gain support for staff training in priority areas including Intensive Care Units. The delivery of training and presentations workshops commenced in January 2022. Initially this has been in the form of a two-hour experiential workshop focusing on grief, loss and bereavement including the effects of working throughout the pandemic and self-care. Participants to date have been senior nurses, staff nurses, newly qualified staff nurses, Family Liaison Officers, Health Care Support Workers, Occupational Therapists and Physiotherapists.

d) A Lifelong Learning Recovery and Restoration Education Fund

This project was due to start in February 2021 however this was delayed due to the significant pressures on the Workforce team onboarding new recruits and the general staffing pressures

across the Health Board. To date, 42 staff have expressed an interest, 29 applications have been submitted and 19 applications to the fund have been approved. It is anticipated that as staff begin to recover from the pandemic, there will be a demand for the programme, and funding could support 200 staff within the next year to rest and recuperate. The planned completion date for this project is February 2023.

e) Arts in Health

Since December 2021, the Arts in Health Coordinators have piloted a programme of creative activities for staff wellbeing which has included:

- ‘Arts Gifts’ – live music performances for staff in communal spaces / staff settings.
- ‘Hywel Dda Creative Collective’ – a new online staff community that brings together creative individuals/staff from right across the Health Board to support staff wellbeing through creative activities. Two creative writing sessions have been held to date and a Team has been created on Microsoft Teams.
- ‘Singing for Hope’ – Online health board wide singing activities to help commemorate the 2-year anniversary of Covid-19 for the Health Board’s Day of Reflection.
- ‘Arts & Culture Benefits Programme’ – working with the HDdUHB Staff Workforce Team and arts sector to pilot the provision of cheaper tickets to key arts & culture events for HDdUHB staff.
- ‘Creative Cwtsh’ - <https://culturalcwtsh.wales/> promotion of a new arts and wellbeing resource for healthcare staff developed by the Arts Council of Wales.
- Created an Arts in Health page on the Staff Psychological Wellbeing Service intranet page, linking in with the Wellbeing Champions across the organisation.

What are our staff saying?

- ✓ ***‘Thank you, I needed that feel a bit sleepy now though I’m so relaxed’***
- ✓ ***‘Thank you so much for this time. So inspiring to have arts being valued and brought forward in health’***
- ✓ ***‘Thank you everyone really inspiring and look forward to sharing with rest of my team. See you next time...’***
- ✓ ***‘Thank you so much for today and providing this group! It’s a necessity’***
- ✓ ***‘Validating the need for time and space for ourselves - it is not a selfish need’***
- ✓ ***‘It’s just a bit of breathing space’***

5. Building on the pandemic team spirit

What are we trying to achieve?

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

Acknowledging the cost of living pressures that many of our staff will be facing, our culture and workforce experience team have been investing time in trying to support our people and our teams to access financial advice and savings. A financial well-being group has also been established to steer this vital piece of work and ensure that we are supporting our staff to cope with the rising cost of living.

How are we doing?

Some of our early impact areas include:

Hapi Data

Between June 10th 2021 – May 10th 2022:

- ✓ 1229 employees register with Hapi taking the total to 4244
- ✓ Staff have saved £4,334.98 using the everyday discounts on the Hapi platform
- ✓ 1543 employees have downloaded the Hapi App on their phone

Finance advice/savings

- ✓ Organised three financial wellbeing webinars with Barclays Bank.
- ✓ We have a designated tile on Hapi for financial resources which houses a list of useful websites where staff will find advice, helplines, webinars and blogs
- ✓ We have partnered with Salary Finance who offer loans repayable through salary as well as money insights – 177 staff members have used the loan scheme since this was launched in October 2021
- ✓ Since 8th September 2021, 224 people have applied and received eye care vouchers which entitles them to a free eye test and £45 towards their prescription
- ✓ There are two ordering windows a year for the home technology/phone salary sacrifice schemes which offer savings in National Insurance (NI) – to date in 2022, 236 people have ordered 783 items through the scheme
- ✓ To date, in 2022 18 people have purchased a bike through the Cycle2Work scheme which gives savings on Tax and NI
- ✓ Staff have saved £4,334.98 using the everyday discounts on the Hapi platform

Going forward –

- ✓ We are looking at booking more webinars with Barclays Bank as these have been well received
- ✓ Looking at working closely with Money Helper who offer financial advice and support. They have also offered to do a few webinars for our staff
- ✓ An increase to the purchase limit to £2000 for the Cycle2Work scheme so staff can purchase electric bikes
- ✓ Organising a staff benefits roadshow on the 4 acute sites to promote benefits such as savings available and salary sacrifice schemes

The introduction of the Healthy Working Relationship agenda highlighted the need for more informal measures in creating safe, confidential methods for staff to raise concerns. There is a need for psychological safety aligning to the improvement of the staff voice agenda. It is envisaged that the Work in Confidence platform will support these aspects and will evolve into the cultural norm of HDdUHB. This work is evolving as we continue to build psychological safety within our culture.

• Work in Confidence Platform

The Work in Confidence platform was officially launched on 11th May 2022. Work In Confidence is a web/mobile anonymous dialogue platform (web app) to enhance speaking up and engagement in organisations. Staff can quickly register, select which category to address and send a message to raise their concern. Once the message is sent, a notification arrives with the responding team member, and they can log in to respond.

This may require a holding response while they seek further information, it may involve updating the staff member with available information or guidance, or providing assurances, however, the identity of the staff member is withheld. The dialogue continues until both parties are satisfied it has been resolved.

The system supports:

- ✓ Colleagues anonymously raising and discuss concerns, problems or ideas

- ✓ Contacting appropriate dedicated colleague via the system
- ✓ Colleagues know who they are contacting but can remain anonymous themselves*
- ✓ The exchange continues until a person has been able to step forward, give more detail or hear the outcome

6. Encouraging Learning and Innovation

What are we trying to achieve?

Develop ways of working that focus on continuous learning, quality improvement and innovation.

The West Wales Regional Innovation Hub is up to full complement as of May 31st 2022 and has secured funding from the Welsh Government (WG) until April 2023. A new work plan has been developed to focus work in high value, high impact areas that support the region to identify and implement solutions.

How's it going?

The West Wales Regional Innovation Coordination Hub is refocusing its activity plan in areas that support and enable system change, using innovation to develop and evaluate better tools and ways of working. The intention is to support the transformation agenda, enabling higher value impact.

Fundamental to this agenda is positioning the Hub to support the unprecedented scale of the waiting list crisis that our region is facing. Thousands of our citizens remain untreated and the demand on specific services across the region is putting enormous strain on the system.

The 2022/23 plan will seek to promote innovation where we see the greatest waiting list pressures to support our recovery across the region.

The plan will continue to focus on cultural development to increase the appetite for regional innovations, it will facilitate improvements and encourage the adoption and spread of good ideas. It will develop packages of training / support / toolkits to support the right culture that helps innovation to breed.

Another key area is around preventing hospital admissions and targeted innovation. Aligning with the Regional Partnership Board's work and the priorities and vision identified in the area plan, we will identify and understand current innovation activity to prevent hospital admissions, collate good practice in the area and identify opportunities for improved models that prevent hospital admissions.

A programme of shared learning across the health and social care system is being developed to promote shared learning through various events, briefings, information dissemination, improved online presence and collaboration with partners. Key to this will be the development of an integrated 'Ideas Hub' which will enable staff across the health and social care system to submit ideas for innovation.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is requested to **NOTE** the content of the report.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	Not Applicable
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1G OD Relationship Manager rollout 2K Organisational listening, learning and cultural humility 2H Supporting talent, succession planning and leadership development 2L Staff engagement strategic plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Not Applicable
Partion / 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:	e.g. financial impact or capital requirements: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906 No

Ansawdd / Gofal Claf: Quality / Patient Care:	<p>e.g. adverse quality and/or patient care outcomes/impacts: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Gweithlu: Workforce:	<p>e.g. adverse existing or future staffing impacts: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Risg: Risk:	<p>e.g. risks identified and plans to mitigate risks: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Cyfreithiol: Legal:	<p>e.g. legal impacts or likelihood of legal challenge: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Enw Da: Reputational:	<p>e.g. potential for political or media interest or public opposition: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Gyfrinachedd: Privacy:	<p>e.g. potential impact on individual's privacy rights or confidentiality and/or the potential for an information security risk due to the way in which information is being used/shared, etc: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>
Cydraddoldeb: Equality:	<p>e.g. potential negative/positive impacts identified in the Equality Impact Assessment (EqIA) documentation – follow link below</p> <ul style="list-style-type: none"> • Has EqIA screening been undertaken? Yes/No (if yes, please supply copy, if no please state reason) • Has a full EqIA been undertaken? Yes/No (if yes please supply copy, if no please state reason) <p>http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906</p> <p>No</p>

Workforce, OD and Education Strategic Intentions:

1. Delivering Collective and Compassionate Leadership

2. Recruiting and Retaining Great People

3. Engaging Our Staff

4. Delivering a Workforce Fit for Our Future

5. Enabling Our People to Release Their Potential

6. Developing High Performing Teams

7. Delivering Innovation, System Learning and Change Agility

8. Delivering workforce efficiency and effectiveness



EMPLOYEE/TEAM
OF THE MONTH

135
Nominations
Processed



RETIREMENT
LETTERS

245 Personal
Letters Sent



LONG SERVICE
AWARDS

13 Staff



BOARD
OUTCOMES
SURVEY

1256
Completed



EXIT INTERVIEWS/
QUESTIONNAIRES

19 Interviews
214
Questionnaires




THINKING OF
LEAVING
SURVEY

113
Responses



REFLECT & ACT

96 Staff
5 Sessions



SPACES FOR
LISTENING

70 Staff
8 Sessions




HAPI BENEFITS
SIGN UPS

1229
4244 Total




CULTURE RE-
SET SESSIONS

154 Staff
11 Sessions




BESPOKE CWE
INTERVENTIONS

35 Staff
3 Sessions



VALUES
AWARENESS
SESSIONS

210 Staff
18 Sessions



PERFORMANCE
MANAGEMENT
TRAINING

470 Staff
36 Sessions

Organisation Development Dashboard

People and Organisational Effectiveness

A Breakdown of Teams Reached: 77 Health Board-Wide*



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 5. Enabling Our People to Release Their Potential
 6. Developing High Performing Teams
 7. Delivering Innovation, System Learning and Change Agility
 8. Delivering workforce efficiency and effectiveness

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.

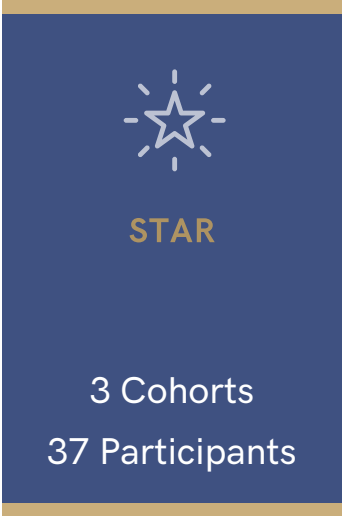
We will work with our services to create People Culture Plans to really drive the culture change from the ground.

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, we are doing this to make every day have the potential to be a good day in work.

Doctors



Leadership Development



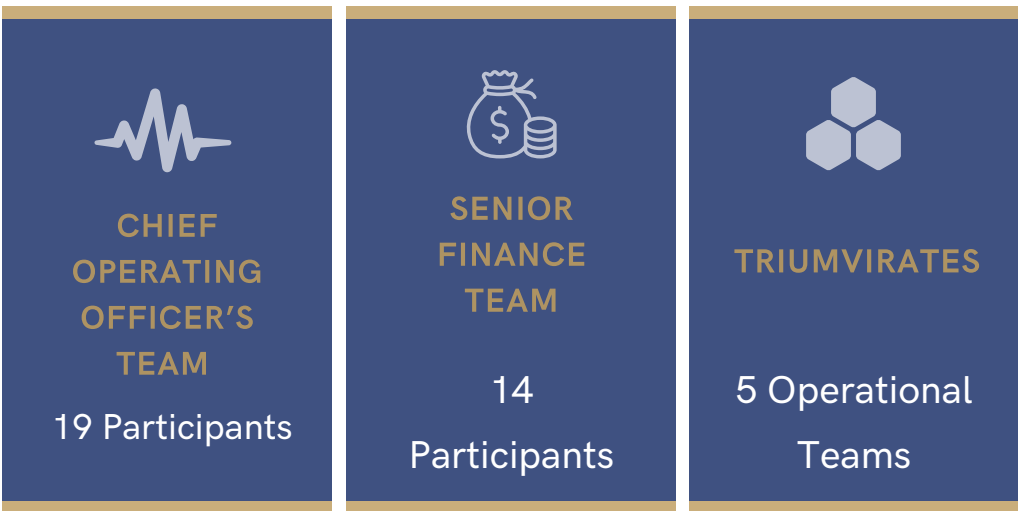
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Executive Team & Board Development



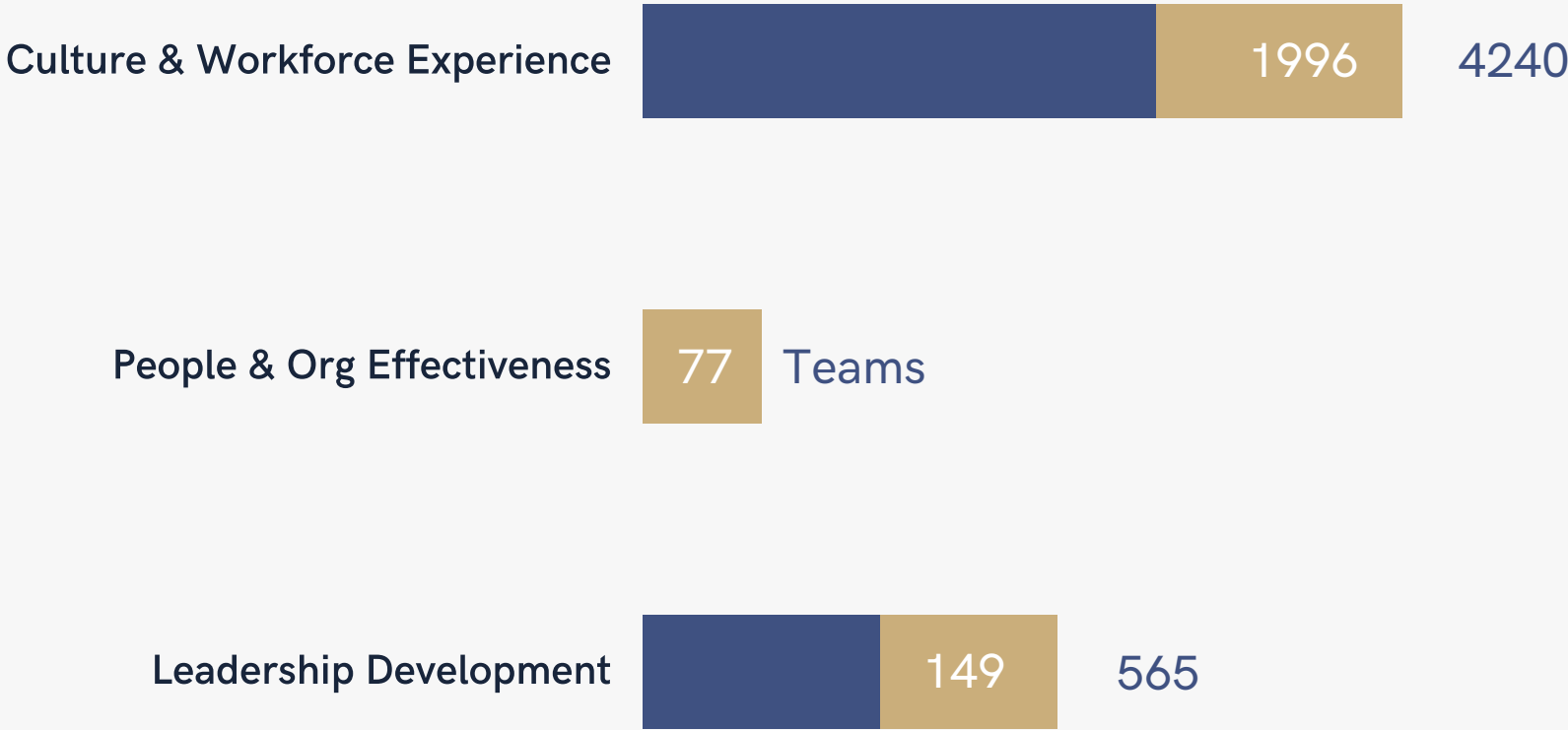
Senior Team Development



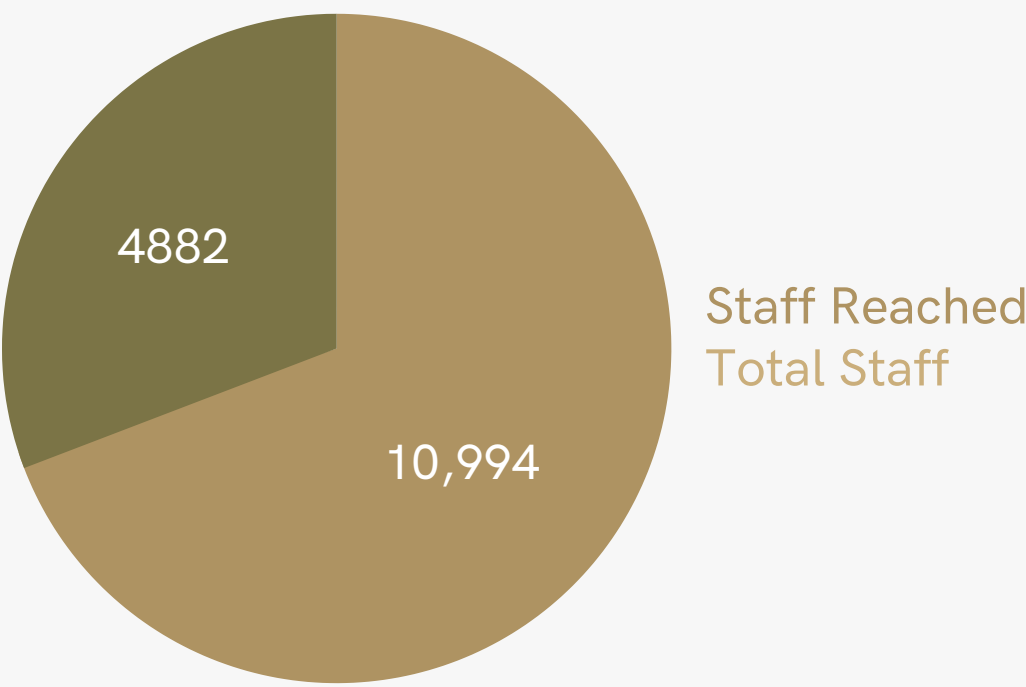
Coaching



Staff Reached: Up to Dec 21 and Between Jan 22 & April 22

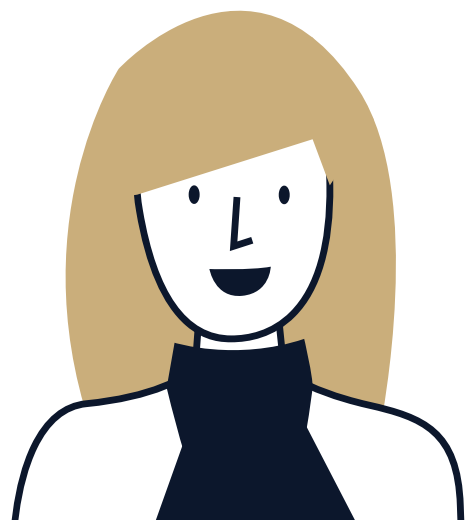


Total Staff Reached (Cumulative)



Total figure reached consists of 4805 members of staff plus 77 teams

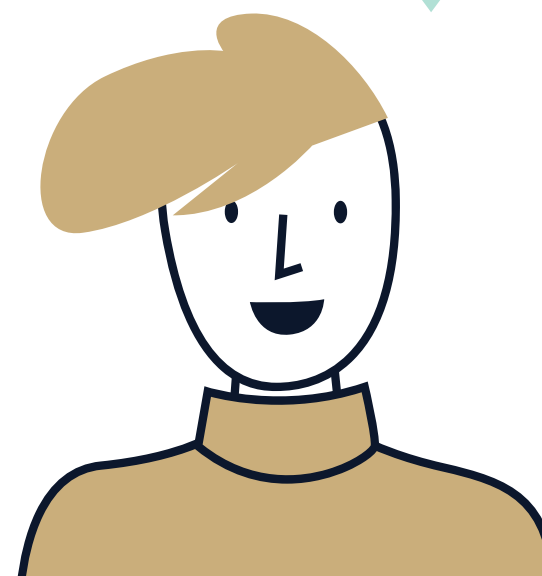
"I learnt so much and found it really beneficial, lots of things now made sense and I am now encouraging everyone I know to attend the training too."



"The resources have been very meaningful in my team and as well as PADR we also undertake regular 1:1s as well and I feel these are extremely beneficial."



"Since the workshop I have arranged a PADR with my line manager, which I am really looking forward to. I have also, as a line manager myself, scheduled the first PADR where I will be the appraiser. Without the workshop I would have been so worried about this process and would have avoided it for as long as I could. However, the workshop has given me the confidence to see this as an opportunity."



"In terms of impacting my own development - it increased my confidence in ways of working within HD. I would plan to attend the workshop again in the next six months or so though because I feel I will get additional benefits from it having bedded into both the org & my role more effectively."

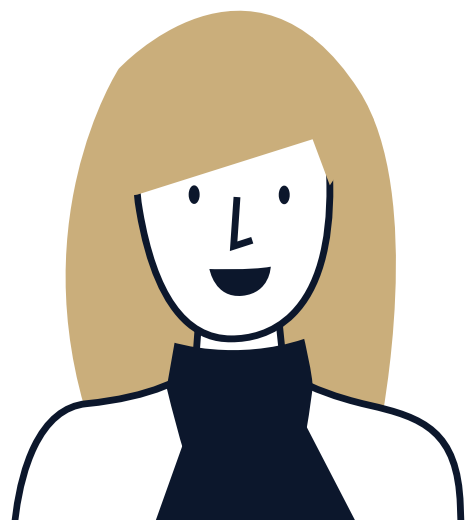


"Following my PADR Workshop, I have now been conducting monthly 1:1's with the team. It's going well and appreciated."



"These sessions have been instrumental in supporting me with settling down into a new job and helped me to address the confidence issues that I had been struggling with."

"This programme has helped me to learn the skills and use the tools to give me the courage to take a new direction in both my career and personal life."



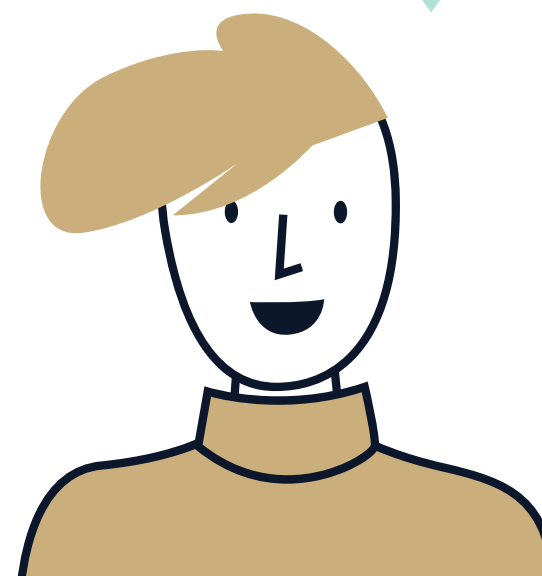
"I knew I needed a safe space to discover more about myself and where I could grow as a person. This programme was able to offer me with and I am pleased that the Health Board is making it available for their staff."

"I must say he was an ideal choice. Completely great listening skills, connection, empathy, attention and insight."



Having the opportunity to use this employee coaching programme has made an immense difference to my outlook on life. I have been so busy raising my family and putting them first, that I had neglected to look at what was important for me.

"We have done a lot of work on negotiating personalities and working with difficult individuals and it has led to a noticeable change in how I approach problems."



"I think that professional coaching is a profound and extraordinary component in our personal and professional self-discovery. It helps place us as leaders in our recognisable contexts and allows us to explore our relational and organisational environments and potential by lifting up our gaze from the immediate challenges which occupy us, to a broader perspective."

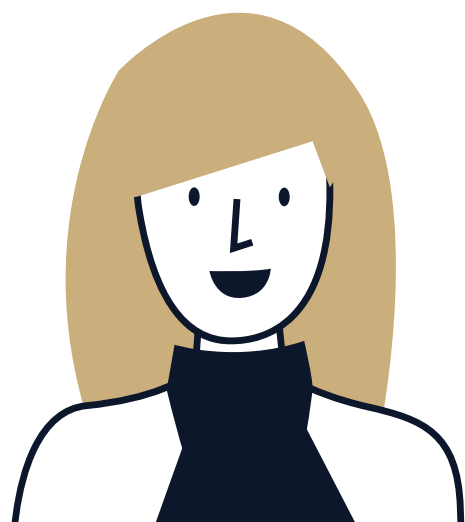


"Most important here is that it has genuinely helped me to cope through a very challenging period of my career, both professionally and personally. Providing space to air issues and plan for some difficult conversations."



"Meeting my mentee has given me strength I didn't have before... I now feel stronger and able to approach appropriate staff when needed."

"I have gained confidence in speaking to people above me. Not scared of them anymore - I used to be scared of managers. I can now express my opinion openly and freely without hesitation to my manager."

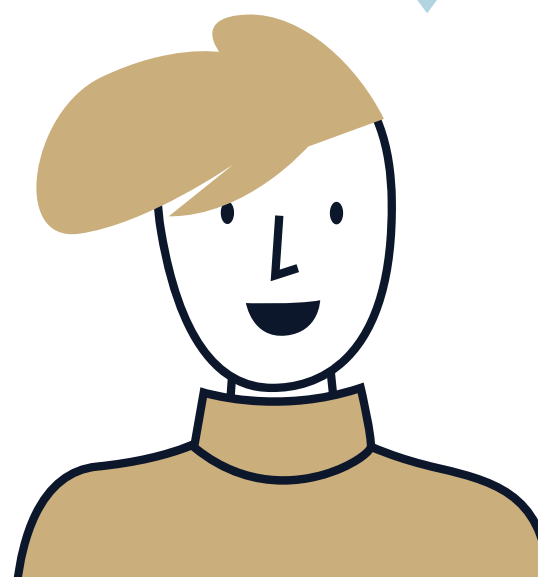


"It has reminded me to have confidence in my experience rather than become 'smaller' to fit in with what people may expect of me here in West Wales."



"Good experience to link with a member of staff within the organisation undertaking a very different role from myself and being able to gain an insight into their experience of working in the organisation"

"So glad we took a leap of faith. Time to go further faster."



"It's good for young people to be exposed to the fact that the Exec are real and to lead the Mentor relationship and for people who feel that they have no voice, for whatever reason, to be heard and reinforced that they have some valuable lessons to teach to everyone, even to those at 'the top' and those lessons will be heard."



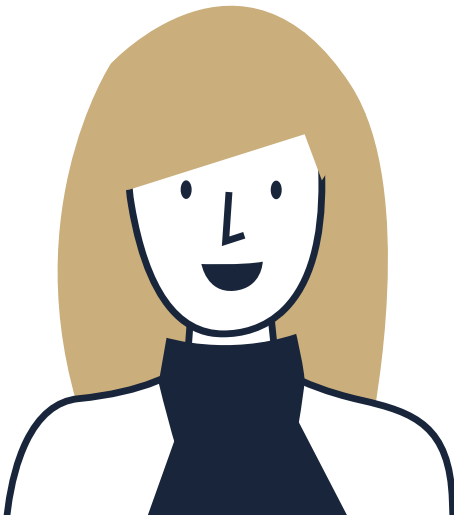
"Broadened my thinking and understanding of issues of race and ethnicity, and what it means to be anti-racist (as distinct from simply being 'not racist')."

"It has been such a life changer for me to participate in this programme."



"The star leadership programme has given me insight into varying leadership styles. I have also realised that no one leadership style is right or wrong."

"It has increased my confidence knowing that other people experience the same issues as my self - and being able to discuss how the resolved / moved forward in solving these issues."



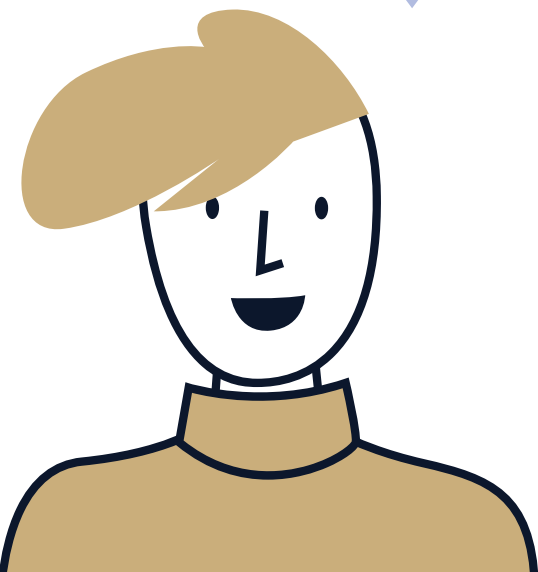
"The course has given me the confidence and skills to look at the principles I use and change if needed. I feel prepared for leadership and the changes anticipated for the future."

"It has empowered me to think outside the box and has helped me to be innovative in a way I did not function before."



"I have been able to tell myself that I am good at my job, I know what I am doing and have a vision and passion for the future ."

"The program has increased my skills by teaching me other styles and methods. I also learnt a lot about myself. I also learnt that many others had the same issues - making me feel less alone ."



"My confidence has increased significantly, it was a really beneficial course covering not only aspects of leadership and management but also increasing our knowledge of different departments and people in the health board."



" I have a greater understanding of other systems within the health board that also contribute to delivering care."

"I have previously done some management courses but this was by far the most beneficial it covered many aspects and related them to practice."



Organisation Development Dashboard

Impact in Action - People and Organisational Effectiveness



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Second Report up to 30th April 2022 (Cumulative)

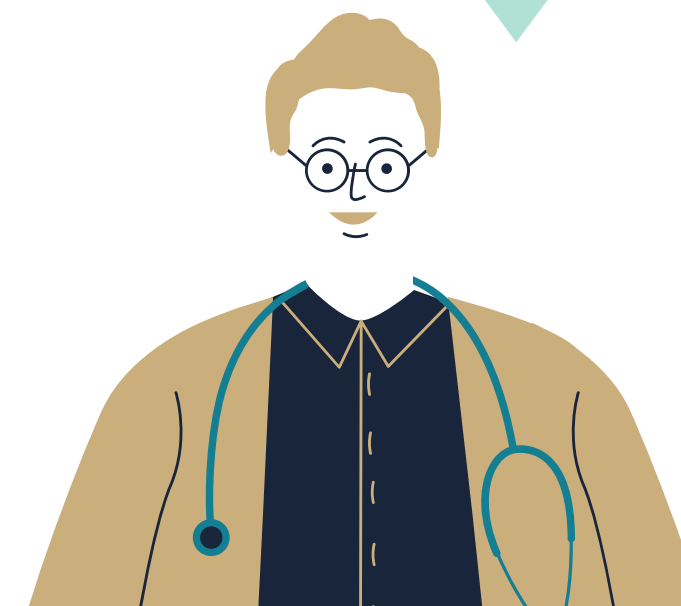
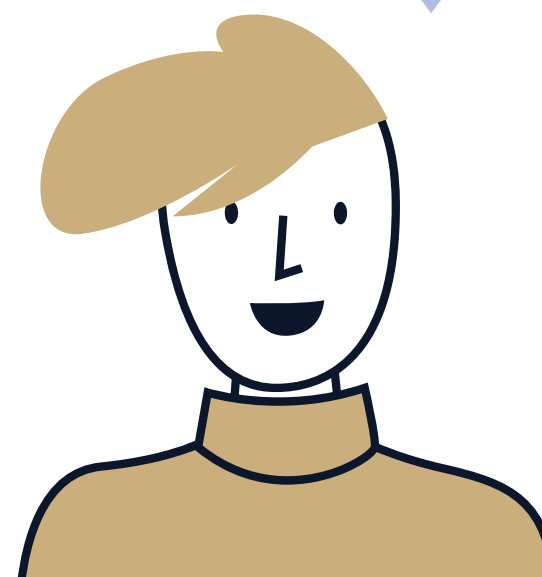
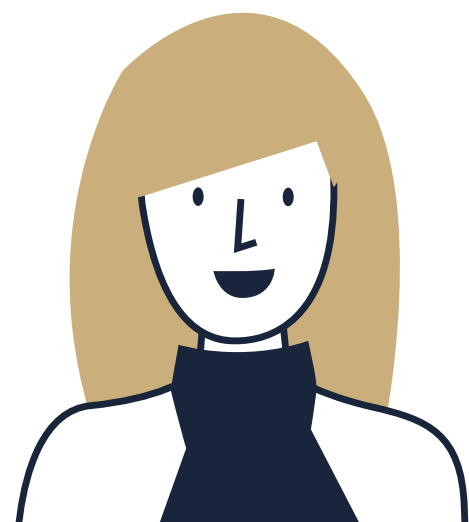
"This work is long over due. Glad you are doing this work now - we need more flexibility as nurses are leaving"

"Thanks for listening.
At last someone is listening to us. It is really awful at the moment and it feels like no one is doing anything. We are feeling hopeful as it feels like you are listening to us and we are feeding back to the other staff that actions are being taken"

"It's really good that you are doing this. We don't see the senior managers very much. We don't feel supported by the managers from away- its good that you are going to feedback our comments to them, so that they know what we are thinking."

"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"

Thank you for listening!



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			MES	PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey					
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 2H		JUL 2022	Research completed, strategy developed and proposal written and is now informing the leadership development programme offer
Rethink the leadership offer to staff, informed by good practice from across various sectors and disciplines	X				PO 2H		OCT 2021	Leadership paper completed and leadership development programme outline in draft for internal team consideration
Refocus and communicate our expectations of our leaders in terms of leadership style, attitude and behaviour	X			X	PO2H		JUL 2022	In progress: this will be shared/delivered during the leadership development programme launch and delivery
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	PO2H		MAR 2022	Values based recruitment is complete. Research completed, strategy developed and proposal written and is now informing the leadership development programme offer
Develop programmes to support leaders to ‘Lead Change’ - Providing information and support to enable teams and services to design and implement change	X				PO2H		MAR 2022	Leadership paper completed and leadership development programme outline in draft for internal team consideration
Evolve our approach to identifying, managing and retaining talent by: <ul style="list-style-type: none"> - Developing a proactive succession planning strategy - Reviewing our approach to talent management - Develop a Rising Stars programme to capture potential and support our leaders to grow at Hywel Dda 		X	X		PO2H		MAR 2023	Research undertaken, Strategy written linking to HEIW guidance and the report is in draft format awaiting operational approval.
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 1G		FEB 2022	Our leadership is a cornerstone of our people culture plans and will be an initial priority during 2022.

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			MES	PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey					
Understand what workplace changes we can make to support recruitment of staff	X	X	X	X	PO1F1A		MAR 2022	Work is underway following the discovery phase, although some timelines pushed back due to the impact of the pandemic. Some key pieces of work include the trial for RN recruitment pathway being trialed this spring. Construction of the Working for Us internet page will start in April. Review of recruitment touch points underway.
Understand what workplace changes we can make to support retention of staff	X	X	X	X	New PO		MAR 2023	New planning objective for retention in place
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	New PO		JUL 2023	Engagement via ODRMs has commenced
Explore co-production of shift patterns and rota management;	X	X		X	PO1F1A		MAR 2022	A nursing retention T&F group has been established to explore options and ideas. Plan on a page developed for progress to April 2022-23.
Re-allocate Charitable funds money to create rest areas for staff	X	X		X	PO1I		APR 2022	Funding has been awarded and consultation with operational teams has taken place
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 be a key 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				PO1H		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			MES	PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey					
Develop a definitive attraction and recruitment plan	X		X		PO1F1A		MAR 2022	Work is underway following the discovery phase, although some timelines pushed back due to the impact of the pandemic. Some key pieces of work include the trial for RN recruitment pathway being trialed this spring. Construction of the Working for Us internet page will start in April. Review of recruitment touch points underway.
Develop a specific retention plan to reduce turnover over the next 18 months	X	X	X	X	New PO		MAR 2023	1 st nursing retention T&F group held Feb 2022. Plan on a page developed for progress to April 2022-23.
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				MAR 2022	A number of programmes have been developed, including: <ul style="list-style-type: none"> • System support and Team Facilitation • Rest and Recovery for staff • Wide range of psychological wellbeing resources • Staff Wellbeing Information Line • Contributing to the Wellbeing Champion Network • Psychoeducation Programme • Provision of 121 psychological interventions & support • Trauma referral pathway • Ecotherapy Programme for staff
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	Long-term plan with incremental check-ins over time is being developed. <ul style="list-style-type: none"> • Framework of the People Culture plan is agreed along with the ways of working through Our Guiding Principles

							<ul style="list-style-type: none">• Shaped our Cultural Intentions for our priority areas (see below)• Framework being socialised so far with regard to Nursing & Midwifery, Medical & Dental, Therapies, MHL, Women's & Children, Estates & Facilities, Workforce & Organisation Development• Developing the capability to measure progress, building a dashboard and the ability to capture staff stories and staff experiences• Built engagement platform including: establishing our brand communication methodology and our customer contact process• Already impacting on service resilience including hot spots areas
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4. 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		New PO		JUN 2022	On-going programme of engagement in place.
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		New PO		JUL 2022	As above. Making a Difference Programme launched
Reviewing and evolving the ‘well-being offer’ and ensuring it is fit for purpose	X	X	X	X	New PO		DEC 2022	Stepped Model of Care is being implemented which includes: <ul style="list-style-type: none"> • System support and Team Facilitation • Rest and Recovery for staff • Wide range of psychological wellbeing resources • Staff Wellbeing Information Line • Contributing to the Wellbeing Champion Network • Psychoeducation Programme • Provision of 121 psychological interventions & support • Trauma referral pathway • Ecotherapy Programme for staff
Develop Trauma therapy offer for staff	X	X	X		New PO		NOV 2022	Trauma referral pathway in place
Develop process for ‘Team Recovery Plans’ to support team recovery	X	X	X	X	New PO		DEC 2021	In progress – initial framework currently being piloted
Develop Awareness raising sessions for staff and teams – importance of rest, addressing barriers and legitimising recovery	X	X	X	X	PO1H		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	New PO		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	PO1H		MAR 2022	OD commissioning group now in place, channels 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		New PO		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 everyones’ role and contribution

ACTION	STRATEGIC ALIGNMENT			MES	PLANNING OBJECTIVE	RAG RATING	BY WHEN	PROGRESS
	Discovery Report	Your Well Being Matters	Staff Survey					
Embed the ability for reflective actions – enabling teams to take time out and reflect when needed;	x	x	x		PO1H		MAR 2022	As above, Stepped Model of Care being implemented; team facilitation more widely available
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 operational
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	PO1H		MAR 2022	On track. A template has been created that can be used to raise awareness with staff across the organisation.

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	New PO		MAR 2022	Currently recruiting new posts to bring WW RIIC Hub up to full complement by June 2022. A programme of events is now being developed in high value areas.
Facilitate learning events to identify creative ideas about how we can continue to evolve as an organisation	x				New PO		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				New PO		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	New PO		MAR 2022	Currently recruiting new posts to bring WW RIIC Hub up to full complement by June 2022.