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:	Staff Value and Appreciation
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Robert Blake, Head of Culture and Work Experience Charlotte Lawrence, Engagement & Recognition Officer Jackie Wright, Culture, Workforce Experience Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas) **Purpose of the Report** (select as appropriate)
Ar Gyfer Trafodaeth/For Discussion

| **ADRODDIAD SCAA**
SBAR REPORT |
|---|
| **Sefyllfa / Situation**

COVID-19 has brought some of the most challenging experiences for our staff in their professional and personal lives. It is more important than ever to ensure we recognise our employees, so they feel valued for their outstanding commitment and dedication to the organisation.

The purpose of this report is to provide a research-based overview of the programme and a summary of the required changes to the recognition package. |
| **Cefndir / Background**

The retention of staff is one of the most important factors facing Hywel Dda University Health Board (HDdUHB) and having the right staff to deliver compassionate care is a fundamental. The system wide challenges that impact turnover are well recognised and work is being undertaken on wellbeing, models of work and staff experience.

HDdUHB must seize the opportunity to refresh the recognition/appreciation offering in line with research, best practice, organisational values and the organisation's goals. The current provision has been reviewed to ensure the development of an equitable, fair, meaningful, ethical and sustainable provision in line with the Health Board's values and strategically aligned to the objectives.

Exploring best practice
Reviewing the research and best practice surrounding recognition enables us to ensure that we design a new award which is sustainable, competitive with other organisations, and effective in ensuring that staff feel recognised.

Understanding motivation, reward, and recognition |

Whilst behaviourism psychologists such as Skinner (1947) have shown that positive reinforcement can be used to increase the likelihood of a desired behaviour reoccurring, more recent theories suggest that people are motivated by intrinsic factors such as autonomy, mastery, and purpose more than extrinsic factors. Intrinsic motivation is key, and should be applied in the workplace.
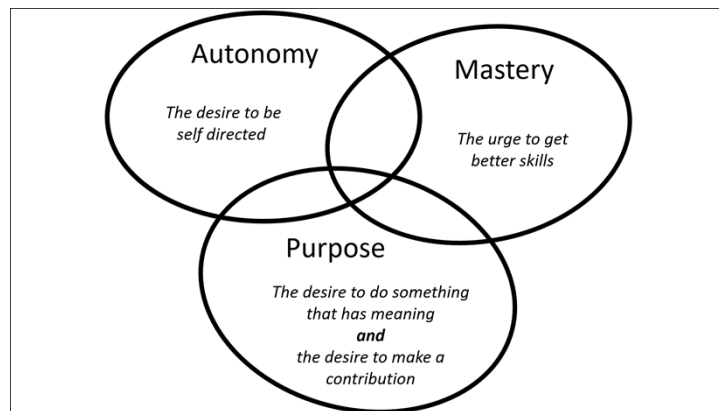
Daniel Pink (2010) highlights that rewards will not work if they do not link to a deeper, meaningful purpose surrounding the individual's core values and self-directed drive.

The Chartered Institute of Personnel and Development (CIPD) (2021) highlight non-financial rewards such as "Employee of the month" as an important reward to consider. Deloitte notes that factors such as recruitment, retention and engagement can be supported through the deployment of effective recognition and reward strategies.

> *"Progressive organisations are taking a holistic approach. They are centralising initiatives and ensuring alignment with business goals, culture and talent management processes. They design their programmes to consistently reinforce key behaviours and outcomes necessary to drive business success, and they measure the impact of those programmes."*
> (Recognition Programmes: Are they Important? Deloitte 2021).

Deloitte note that rewards must be significant, genuine, personal, and timely.

The Blackhawk Network conducted research surrounding Employee Engagement and Recognition and their key findings include: -

- Employees prefer to be recognised for their individual achievements not their team/ staff group's achievements
- Personal rewards or family rewards are preferred
- Recreational rewards are most popular

Feeling valued by the employer has been shown to have a positive correlation between job satisfaction and engagement. Positive staff experience is considered to be related to better performance for the organisation with lower absenteeism, reduced turnover and improved patient satisfaction ratings (West & Dawson, 2012).

Case studies of other organisations

Staff awards event
The majority of health board staff awards event in Wales have been held virtually and are anticipated to return to face to face events once COVID-19 pressures and restrictions ease. There are an average of 14 award categories linked to organisational values and goals.

Panels tend to comprise of Executive Directors or senior leaders and the final decision is made by the panel. Awards include training bursaries, certificates, and trophies.

Long Service Awards
Swansea Bay University Health Board (SBUHB) recognise 25 and 40 years' cumulative NHS service. They hold afternoon tea with the Chair and Chief Executive Officer (CEO) and recipients are presented with certificates, pin badges and a commemorative coin.

Monthly recognition
Betsi Cadwaladr University Health Board (BCUHB) have a Seren Betsi award, which is given to one member of staff each month. Nominations can be made by patients or staff and "proud of" groups within the health board select the winner. The CEO carries out a surprise visit during working hours to present a trophy, certificate, and badge. All nominees are acknowledged with a letter from the CEO and the story is published on social media.

Cheshire NHS Trust runs a Colleague and Team of the Month award in which staff can nominate colleagues. One employee and one team are awarded each month and they receive a £75 high street voucher and £400 added to their team budget. Cheshire NHS Trust also run a Compassion Award for which both staff and patients can submit nominations. The winner receives a commemorative badge.

Isle of Wight Health Board runs Employee of the Month awards, which are heavily based on their values. One winner each month receives a certificate, thank you card and hamper.

Lewisham Health Board award one Team and one Employee of the Month and the winners receive a certificate and prize.

Through exploring the trends across the different Health Boards, it is evident that most Health Boards running an award system of this nature provide the award to one winner a month, however, the award value and content vary.

Local Recognition
BCUHB, Cardiff and Vale University Health Board (CVUHB) and SBUHB all have a form of electronic peer-to-peer recognition system in place on an external platform. The platforms enable staff to praise colleagues or send e-cards for other occasions. Aneurin Bevan University Health Board (ABUHB) and Cwm Taf Morgannwg University Health Board (CTMUHB) have Great-ix systems in place where staff can recognise the positive contribution of their peers and share excellent practice. These Great-ix systems are hosted on their intranet pages.

Aligning to HDdUHB purpose, culture, performance, and business strategy
The most effective reward packages support the business strategy, staff desires and the organisation's purpose, culture and performance in a fair and consistent way (CIPD, 2020b). Organisational values are at the heart of everything we do. Valuing our staff and recognising their achievements and dedication to their roles is vital in ensuring employee engagement and retention (CIPD Podcast, 2015).

The Workforce and Organisational Development Strategy (WODS) recognises that employee engagement, job satisfaction and motivation are crucial to retain the staff and skills in a world where people are less likely to view a company as a company for life.

Considering a key purpose of HDdUHB as outlined in A Healthier Mid and West Wales it is important to ensure that recognition awards emulate these visions of the workforce and communities developing healthy behaviours.

"Our commitment is to make NHS Wales an exemplar employer in its support for wellbeing at work and a healthy workforce, building on work that is already underway in the NHS."

(A Healthier Wales: Our plan for Social Care, 2019).

Given that the 5 Ways to Wellbeing are another key driver, they also need to be considered when thinking of a suitable reward for an employee.

In line with the Discovery Report and to ensure staff motivation, the views of staff on recognition and rewards must be considered when selecting a suitable reward, which meets both their requirements and the core values and purposes of the organisation.

Ensuring that there is clear alignment with the values and goals of HDdUHB will support the success of the package and avoid an alignment gap (Roy, Hauptmann & Van Durme, 2019).

Employee Voice
We must engage with the workforce and seek to listen, acknowledge, and address their views to make positive changes (CIPD, 2020a). The Discovery report highlighted that we should engage with employee voices and ensure that their views are used to inform decision making.

"Engage with frontline staff to use their views to inform how we go forwards as a daily thing." (Understanding the staff experience in Hywel Dda University Health Board COVID 19 Pandemic, 2021)

Consideration should also be given to the presence of leaders such as line managers at recognition events and their role in recognising staff achievement:

"Staff want to feel valued and appreciated and leading with compassion, being present, visible and showing gratitude for the work that staff have put in are all very important to frontline staff."
(Understanding the staff experience in Hywel Dda University Health Board COVID 19 Pandemic, 2021)

Asesiad / Assessment

Based on the research specified above, the following recognition package has been approved to enhance the current provision and ensure that all employees feel valued and recognised.

1. Cymeradwyaeth Hywel's Applause 2022
A virtual staff awards event for 2022 will take place in October. An events company has been contracted to support the organisation and management of the event, including production, to ensure that it is engaging for all staff.

There will be 11 categories and a Loved and Lost Tribute.

- √ The event is to focus on staff engagement and to recognise staff achievement, therefore the event will centre around Staff Voice.
- √ To achieve this, staff will submit nominations for the awards.
- √ The panel will be different for each award and will comprise of staff across roles and represent the wider workforce as a whole.
- √ The panel will each have their own shortlisting pack and rate the anonymised entries based on their own judgement, free from the influence of others as psychological safety is important in gaining true judgements from the individuals.
- √ The top 3 nominations from each category will receive a Certificate of Commendation, and the nominee with the most votes from each category will receive a certificate and an award trophy. These will be presented after the live virtual event.

2. Chair's Commendation's
The Chair's Commendation Award will replace the Employee/Team of the Month award to recognise our staff in line with the organisational values and purpose. One employee per month will be awarded for each of the three Chair's Commendations of compassion, innovation and collaboration.

The award will announce a monthly winner for each category that meets the criteria of the award. A quarterly event will be held for nominees and the winners to celebrate achievements.

The team will be engaging with staff to appoint panellists for the Chair's Commendation's in June 2022, with the first event anticipated to take place in September 2022.

3. Local Recognition
Develop provision across the Health Board to ensure that local level recognition is actively encouraged in order to embed it into cultural practice.

- • Work is ongoing to engage with service areas across the Health Board in order to assess, promote and engage teams with local recognition.

- A pilot scheme of Great-ix will be trialled in the Ear, Nose and Throat (ENT) department in Glangwili General Hospital (GGH) later this year. Great-ix is a recognition system that celebrates the great practice of a colleague or team and allows others to learn from it. Any member of staff can nominate a colleague or team when they witness excellence in the workplace. The pilot will be used to assess how a recognition system can be deployed across the Health Board working in partnership with the Quality Improvement and Service Transformation (QIST) Team.

4. Long Service Awards
Increase the long service provision to cover 5,10, 25 and 40 years' service.

- For 5 and 10 years of service employees will receive an e-card to congratulate them, thank them for their commitment to the service and inform them of their additional annual leave entitlement in recognition of their dedication to the Health Board.
- For 25 years' service, employees will receive a card with a personal message and a silver 25 years' service pin badge, presented by their Head of Service.
- For 40 years' service, employees will receive a card with a personal message and a gold 40 years' service pin badge presented by an Executive Director.

5. Retirement
The retirement process has recently been adapted to ensure that retirees receive a personalised letter from the Chair. All retirees have the option to meet the Chair if they wish. Future work will explore how this recognition can be further developed in line with Staff Voice.

6. Death in Service
Work is ongoing with the Arts in Health Coordinators to establish an equitable, sustainable, and meaningful mechanism to honour staff who have passed away in service.

Employee Voice
It is proposed that arrangements to gather our Employee Voice is reviewed twelve months into the new package to further develop the offering based on staff views. This will ensure that recognition and appreciation is meaningful to staff, encourages exemplary behaviours in line with the values and fits the organisational purpose and vision (Understanding the staff experience in Hywel Dda University Health Board COVID 19 Pandemic, 2021). Employee Voice will be gained through the implementation of surveys and focus groups.

Measuring outcomes
To assess the effectiveness of the package, a range of quantitative and qualitative data will be analysed (Armstrong & Brown, 2019). Turnover rates and absence rates will be monitored and qualitative feedback from staff will be sought in order to continually evolve and improve this key programme of work.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is requested to:

- **NOTE** the newly developed programme of work.

- **ENDORSE** the direction of travel to enable the growth of value and appreciation culture in HDdUHB.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to show value and appreciation of the workforce through formal and informal methods.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	To be confirmed
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	2K Organisational listening, learning and cultural humility 1H Conduct second staff discovery report
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:	Armstrong, M. and Brown, D. (2019) Armstrong's handbook of reward management practice : improving performance through reward. Sixth edition. London ;: Kogan Page. CIPD. (2020a). Organisational culture and cultural change. Factsheet. CIPD. (2020b). Leading in a change world. Factsheet. CIPD. (2021). Reward, Factsheet. CIPD Podcast. (2015). The changing landscape of reward. Podcast 105. Pink, D. H. (2010) *Drive: the surprising truth about what motivates us.* Edinburgh: Canongate.

Skinner, B. F. (1947). *'Superstition' in the pigeon.* Journal of Experimental Psychology, 38, 168-172.

Roy, I., Hauptmann, M., and Van Durme, Y. (2019). Rewards: closing the gap. Deloitte.

West, M., and Dawson, F. (2012). *Employee engagement and NHS performance.* The King's Fund.

Rhestr Termau: Glossary of Terms:	Not applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: **Financial / Service:**	Not applicable
Ansawdd / Gofal Claf: **Quality / Patient Care:**	Not applicable
Gweithlu: **Workforce:**	Potential positive impact on staff morale and retention
Risg: **Risk:**	Not applicable
Cyfreithiol: **Legal:**	Not applicable
Enw Da: **Reputational:**	Not applicable
Gyfrinachedd: **Privacy:**	Not applicable
Cydraddoldeb: **Equality:**	Not applicable