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Canolfan Staff 1  
Staff Base 1

# People, Organisational Development and Culture Committee Meeting Review and Confirmation of Escalation Status Criteria for 2025/26

27 May 2025, Microsoft Teams



## Introduction

This report provides a review and alignment of Hywel Dda University Health Board's position in relation to the newly refreshed Welsh Government Escalation Status criteria framework (formerly known as Targeted Intervention - TI). Following recent organisational updates, including key executive appointments and significant improvements in staff engagement and leadership, the purpose of this report is to explicitly outline the criteria aligned to the People, Organisational Development and Culture Committee (PODCC) under the revised Escalation Framework.

The refreshed Escalation Status criteria set by Welsh Government necessitate that each Board committee clearly understands and explicitly owns criteria relevant to their specific responsibilities. The alignment, retention, or realignment of criteria within this report reflects the specific wording and requirements defined in the new framework, ensuring appropriate governance and oversight while recognising the significant progress made by the Health Board. This approach supports the Health Board's aim to move forward positively and clearly reflects the shift from targeted intervention to enhanced monitoring for Leadership and Governance.

## Key Organisational Updates

The Health Board has successfully stabilised its leadership structure with substantive appointments:

- Professor Philip Kloer appointed substantive Chief Executive Officer.
- Substantive appointments made to the Deputy Chief Executive and Director of Nursing, Quality, and Patient Experience roles.
- Active recruitment process ongoing for a substantive Medical Director.
- It is particularly noteworthy that leadership and governance have now moved into enhanced monitoring status, reflecting significant progress in governance and organisational capability.

# Escalation Status Criteria Clearly Aligned to PODCC Under the New Framework



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Explicitly retained criteria aligned directly to PODCC oversight:

1. Criterion 46 - Substantive Executive Director Team - Commitment to maintaining leadership stability, clear succession planning, and robust development arrangements.
2. Criterion 47 - Leadership and Management Development Programmes - Continued delivery and impact assessment of leadership development programmes aimed at enhancing management maturity across the Health Board.
3. Criterion 48: Positive Staff Engagement in NHS Wales Surveys - Ongoing emphasis on enhancing staff feedback mechanisms and developing action plans responsive to staff engagement survey outcomes.

# Criteria Realigned or Removed Under the New Escalation Status Framework



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Realignment has been determined purely by explicit definitions provided within the refreshed criteria:

- 1. Workforce Sustainability (Previously Criterion 45)** - Removed from national Escalation Status criteria, recommended to be monitored locally as a key performance indicator (KPI) by PODCC.
- 2. Clinical Change Led by Clinical Leaders (Previously Criterion 47)** - Clearly now aligns under Clinical Services criteria (9–13), overseen by the Strategy and Planning Committee due to explicit links with clinical service delivery. However, there is an argument that this could still be reported to PODCC, but, may risk a level of fragmentation between committees.
- 3. Effective Use of Data to Demonstrate Leadership Improvement (Previously Criterion 49)** - Now explicitly encompassed within broader organisational governance and performance management frameworks, overseen by Audit & Risk Assurance Committee (ARAC), as this is where the self-assessment against the wider leadership maturity matrix reports into. As with the clinical change led by clinical leaders it is not wholly unreasonable to advocate that this could report to PODCC/ However, the same issue around duplicity of reporting and fragmentation runs the inherent risk of causing confusion?

## Summary of Proposed PODCC Escalation Status Criteria Alignment

**Explicitly Retained** - Criteria 46 (Executive Stability), 47 (Leadership Programmes), and 48 (Staff Engagement).

**Realigned** - Workforce Sustainability (local KPI), Clinical Leadership (Strategy and Planning), Data-driven leadership improvement (ARAC).



## Staff Engagement – 2024 NHS Wales Staff Survey Results

The recent NHS Wales Staff Survey 2024 demonstrated an increased response rate for HDUHB from 12% to 19.7%, positioning the Health Board 3rd out of the 6 Health Boards. Although slightly below the NHS Wales average response rate of 21.9%, this represents substantial improvement. The overall Staff Engagement Index score was 71.3%, just below the NHS Wales average of 72%.

Key findings include:

- Top improved sub-theme: Patient Safety, improved by 8.7% to 57.1%.
- Positive improvements observed in Line Management (69.1%, improved by 5.7%) and Support for Work-Life Balance (62.7%, improved by 5.6%).
- Improvements in previous areas of concern such as Burnout (31.7%, improved by 4.7%) and Work Pressure (49.7%, improved by 0.5%).

Overall, the staff survey indicates continued progress and highlights areas needing ongoing attention, notably inclusion and staff involvement in workplace improvements.

## Proposed Next Steps and/or Considerations for PODCC

- Maintain routine local monitoring of workforce sustainability.
- Consider and agree the revised and/or amended criterion and the alignment to each committee.

# Conclusion



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This alignment explicitly adheres to the revised Welsh Government Escalation Status framework, clearly reflects the Health Board's significant progress, and provides clarity of accountability and governance oversight. The criteria outlined within this report have been aligned based purely on explicit definitions provided in the new framework, clearly differentiating roles and responsibilities with the intention of ensuring maximum clarity and accountability



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