

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Culture Change – a holistic review of our Organisation Development work in 2024-25
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce & OD/ Deputy CEO
SWYDDOG ADRODD: REPORTING OFFICER:	Christine Davies, Assistant Director of OD & Corinna Lloyd-Jones, Head of Organisation Relations

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

<p><u>Sefyllfa / Situation</u></p> <p>This report provides an update in relation to our cultural progression work since our previous report in April 2024. In particular, it references the work of our Organisational Delivery (OD) Team which contributes to the overall Workforce and Organisational Delivery (WOD) Workforce and Sustainability Planning Objective for 2024-25 and specifically the following action:</p> <p>1.3 Delivery of a Retention Plan to support the supply-side elements of the Workforce Plan and underpin workforce stabilisation.</p> <p>Over the past year, our OD team has made significant cultural progress delivering key improvement measures in-line with the above, however we have remained realistically mindful that our Health Board’s values-centred culture journey is challenged. The need to navigate financial pressures while protecting patient safety and achieving significant efficiency savings weighs heavily on our leaders and staff, posing a risk to morale.</p> <p>Additionally, the escalation of our Health Board to Targeted Intervention (level 4) in January 2024, which attracted additional support and scrutiny from Welsh Government due to their concerns about the performance and delivery of our services, has added a further complex layer of challenge to our cultural progression. With a particular focus on the escalated domain of Leadership and Governance, our OD team has worked diligently over the past 12 months to support the enhancement of leadership capacity and capability. This has contributed to its de-escalation from Targeted Intervention to Enhanced Monitoring (level 3) in March 2025, reflecting the significant progress made.</p> <p>Despite the unprecedented challenges our Health Board continues to navigate, as an OD Team, we hope this report provides assurance to the Committee that our consistent commitment to a shared vision and taking informed actions to reach it one step at a time, is building a healthier and happier working culture in Hywel Dda University Health Board (HDdUHB).</p>

Cefndir / Background

This report provides a progress update in relation to the work of our OD Team in line with the specific Planning Objective noted above and also in the improved performance related to Targeted Intervention status.

Much appreciation is also extended to our colleagues across our WOD directorate for their pioneering collaborative work to support HDdUHB's cultural intent. Another essential element of enabling our cultural journey has been our continued positive trusting relationships with our Staff Side colleagues. Guided by a compassionate shared purpose of supporting staff, our open and honest partnership working helps build a better understanding of how our staff are being affected through the local knowledge and intelligence shared by our Trade Union (TU) colleagues regarding areas of staff unrest and hotspots of management challenges.

We must also recognise that the past year has been an exceptionally difficult time for our leaders not only as a result of the system pressures, but also the constant change across our Health Board; from fundamental restructuring to more nuanced adjustments in how our services are delivered. In particular, the large-scale structural organisational change implementation across our Operations function has challenged many leaders both professionally and personally, including in relation to their job security, roles and career plans. It is therefore a true credit to their dedication and resilience that they have continued to compassionately engage and support their staff on our culture journey despite the ongoing turbulence.

Finally, and most importantly, we are consistently humbled and encouraged by how committed our leaders and staff are to building a happier and healthier HDdUHB. We have learnt that healthy and happy work environments are crucial to ensuring the delivery of high-quality patient care. Given the current challenges across the NHS, it would be understandable if our colleagues viewed our values-centred culture change as being removed from reality, however by being truly listened to and engaged on the journey, they courageously come together to embrace organisational learning and use it to co-create better ways of working across our Health Board.

Asesiad / Assessment

The following section illustrates our work as an OD team during the past year on a thematic basis.

1.0 Leadership and Capability

Talent Acquisition

During the first 6 months of 2024-25, at the request of the Executive Team, our OD team developed a robust senior leadership talent acquisition process for bands 8c-9. The attraction and appointment of high-quality candidates into these roles is key to the Health Board being able to deliver on its objectives and future plans, therefore psychometric assessments alongside traditional selection methods provide a systematic and evidence-based approach to identify leadership potential and 'fit' for the role. In addition, it raises the benchmark for leadership talent and offers assurance regarding the calibre and suitability of candidates and supports targeted development.

By identifying development needs early on in their role tenure, our leaders are supported to grow into their roles effectively, enhancing performance and stability at a time when strong

leadership is more vital than ever. From a developmental perspective, successful candidates receive a bespoke personal development plan to support their transition and development into their roles.

This approach commenced within the Health Board's revised Operations structure and since July 2024, 15 appointments have been made. This process has also been extended to the wider organisation at the same level, resulting in a further 8 appointments being made.

Throughout this process, it has been paramount that candidates have a good experience and feedback received from both successful and unsuccessful candidates positively reinforces this.

LEAP

Continuing with its success following the launch in 2023, our LEAP (Leadership Engagement with Awesome People) Programme continues to flourish, empowering leaders to build on their own and their teams' strength to develop individual and collective performance. Delivery of LEAP continued during the past year, with 4 cohorts being delivered to 66 senior leaders at bands 7-8c. To date, 9 cohorts have been delivered to 154 of our Health Board leaders.

The impact that LEAP has on delegates is profound, which is demonstrated throughout, but also at presentation days upon programme completion where they can evidence the difference in themselves from commencing the programme to completing. Feedback is all positive and it is wonderful to see leaders investing and embracing their own development:

"One of the most underrated aspects of LEAP was the opportunity to step away from the constant stress and strain of work. It allowed me to disconnect from my screen and connect with like-minded individuals facing similar challenges. This sense of community really helped alleviate my feelings of isolation and it helped knowing that others were experiencing the same worries. The post-COVID era made this sharing of concerns, troubleshooting, and conversation even more essential. LEAP provided the much-needed space for me to reflect and recognise my achievements and rebuild the confidence I needed in my role and to apply for another leadership role (which I would not have considered before LEAP)"

A robust evaluation process underpins our LEAP Programme, and this was endorsed in year by the Strategic People Planning and Education Group (SPPEG).

New Consultants Development Programme

During 2024, the third cohort of our New Consultant Programme commenced with 19 delegates. This programme was created to enable newly appointed Consultants, GPs and Clinical Specialists to learn more about the Health Board as an organisation, while simultaneously establishing a network of peers from across all sites. This 9-day programme provides a rich learning environment and important relationship building space. To date, 47 delegates have attended and feedback continues to be positive:

"Before attending the programme, I didn't have a very clear understanding about culture, values and the responsibilities of my role within the organisation. This programme helped me to improve my knowledge about these matters..."

"I realised that being a role model is more effective than trying to correct or control others' behaviour."

External Leadership Programmes

Our OD Team continues to work alongside our partner organisations who provide leadership development opportunities, which are all advertised across networks and the whole Health Board. During 2024, our staff attended the following external programmes:

- CLIMB: 2 delegates
- Academi Wales Summer School: 5 delegates
- Advanced Clinical Leadership Programme: 3 delegates

Coaching

To continue extending and embedding our coaching culture, the Coach Approach Programme is now integrated into leadership and management programmes along with ad-hoc standalone programmes to meet organisational demand to embed leading with a coaching style as part of everyday work. To date, 308 leaders have attended the Coach Approach Programme.

Our Coaching Network continued to grow during 2024 and now boasts 43 qualified coaches with a further 11 currently completing their necessary coaching hours. To date, 84 staff have been allocated a network coach and approximately 252 coaching sessions have been undertaken with heartwarming feedback of personal transformation:

“As a result of my coaching sessions, I took professional exams that I would not have had the confidence to do, I improved my line management skills, and just generally felt more confident in my abilities at work” (Coachee)

“Before the coaching sessions I was lost and felt quite alone in the situation I was in. I appreciated my coach’s honesty and the way she made me question & reflect allowing me to develop my skills as a new manager in a difficult situation. The sessions allowed me to structure my thoughts and put a plan in place to manage my team effectively, thank you!” (Coachee)

Excitingly, in 2024 we also partnered with our three local authorities to create a Regional Coaching Network which now has 80 qualified coaches. This collaboration is creating opportunities for both health and local authority staff, expanding the coaching provision and enabling cross-boundary coaching support, along with networking and relationship building.

2.0 Performance Appraisal Development Review (PADR)

The need for regular performance conversations is integral to building our compassionate leadership culture to effectively manage the performance of individuals, teams and our Health Board, whilst supporting staff engagement, wellbeing and the embedding organisational values. Setting clear performance expectations and regularly supporting progress helps manage performance problems through encouraging responsibility for solving them, helping to promote a culture of learning and continuous improvement.

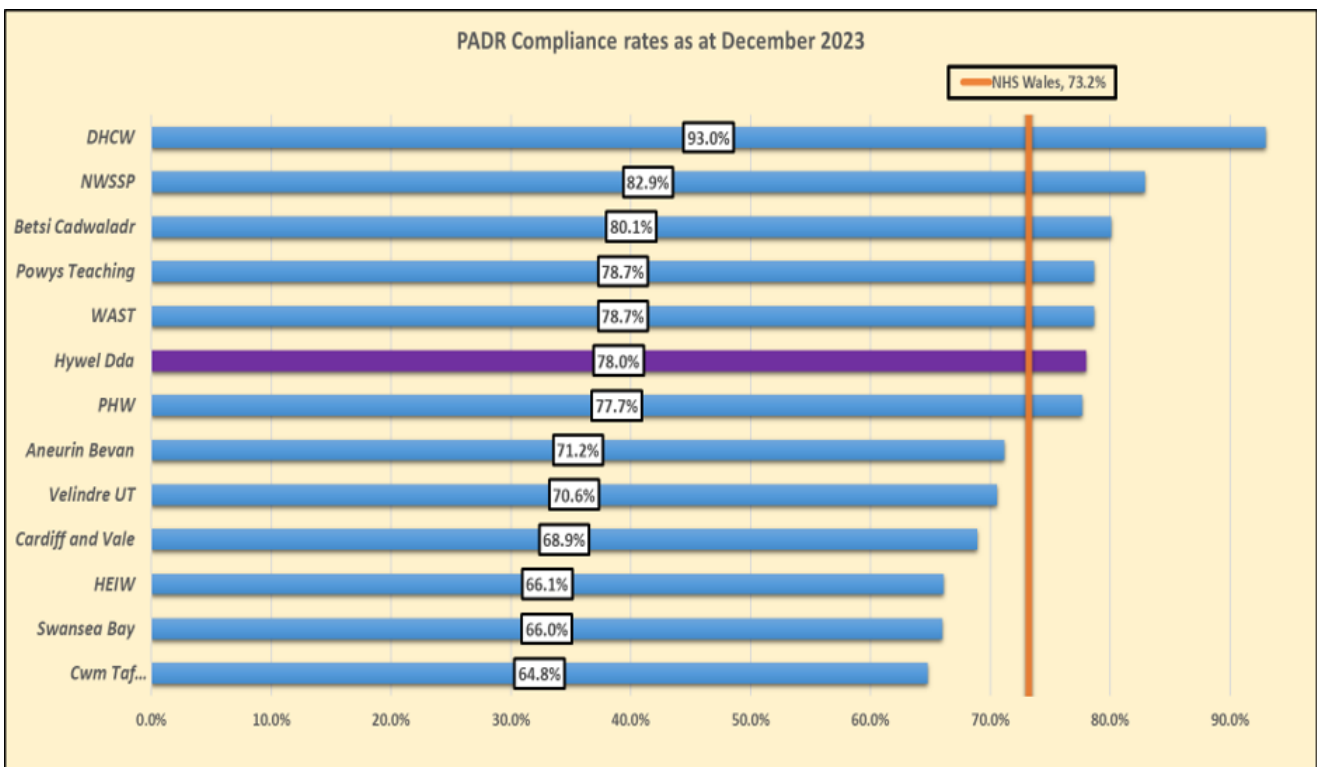
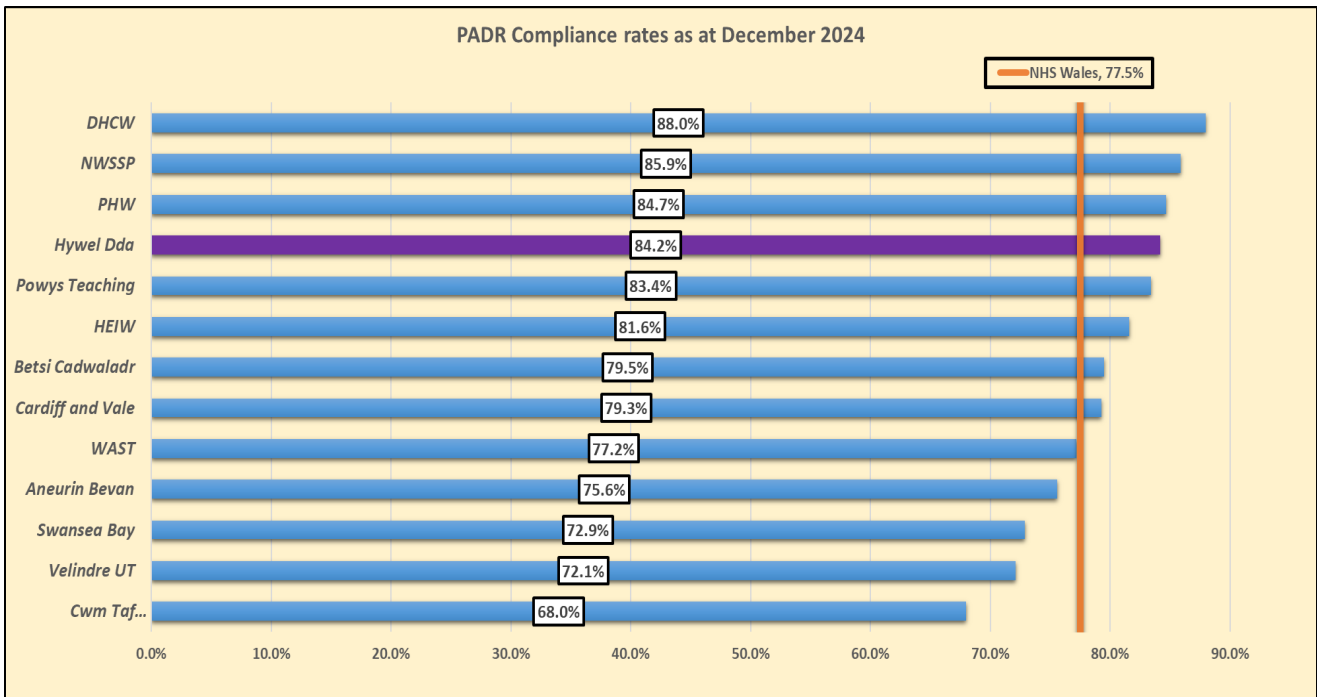
We have continued to strive to embed an employee-led performance management process, which supports individual performance and development and aligns to team, service and Health Board success. This has led to the development of a Performance Management Hub (PADR) that holds all information and resources regarding workforce performance including:

- The Art of the Honest Conversation e-learning: a wonderful e-learning module that supports the adult-to-adult honest conversation.

- Managing Poor Performance Toolkit an excellent toolkit designed by the NHS Executive that supports leaders to compassionately manage poor performance.

The most recent NHS Wales figures showed our Health Board's position for PADR compliance at 84.2% in December 2024, compared with 78% in December 2023.

Our current position means that in terms of PADR compliance we are the best performing Health Board in Wales. Further work will be taken forward in the year ahead to ensure compliance with the 85% tier 1 target.



PADR was also one of our highest scoring areas in our 2024 NHS Wales Staff Survey results, increasing 3.6% from 84% in 2023 to 87.6% in 2024 and outperforming the NHS average by 1.6%.

3.0 Retention

A paper was shared at PODCC in December 2024 as a progress update in relation to our retention Planning Objective and also showing progress with implementing the recommendations included in the Staff Retention Discovery Report. The Committee took assurance of our retention work programmes being on track, reinforced by the turnover figures being monitored as part of the Escalation Framework, and that appropriate progression towards the ambitious target figures would be made within the full year timeline.

In terms of year-end rolling 12-month turnover figures against targets, we have achieved the following in 2024-25:

	Hywel Dda				NHS Wales
	Target	March 2024	March 2025	Achievement	Feb 2024
Nursing	-0.5%	5.52%	5.31%	-0.21%	5.8%
Medical	-1%	10.47%	11.50%	+1.03%	12.7%
Allied Health Professionals (AHP)	-1%	10.01%	8.25%	-1.76%	8.1%
Health Care Sciences (HSC)	-1%	8.88%	8.22%	-0.66%	6.6%

Although we were 0.29% short of reaching our 0.5% reduction target for nursing, given the significant success of our nurse retention in the previous financial year, we have been mindful that a further 0.5% reduction this year was ambitious, however we continued to innovate across all areas of our Nursing Retention Plan and are content to have achieved a slight reduction year on year. We are also extremely proud to continue to be the best performing NHS organisation in Wales for our registered nursing turnover rate. Due to the success of our programme, our Retention Lead has been invited to talk at several national conferences and senior NHS Wales meetings (Health Education and Improvement Wales (HEIW) and Welsh Government) during the past year where we have received widespread praise for the Health Board's progress.

Medical turnover requires further focus during the year ahead therefore we are collaborating with our Medical Recruitment Operational Delivery (ODG) and Medical Stabilisation Groups to ensure an integrated approach to supporting international recruitment and retention of medical staff. Additionally, the increase in medical turnover appears to be a current trend across Wales and is also being considered by the NHS Wales Retention Community of Practice as a hotspot area.

Our new AHP and HCS Retention Group is progressing well and there is an ongoing communication within the NHS Wales Community of Practice groups to support this work, where HDdUHB's Retention Lead is engaging nationally to ensure alignment.

Task and Finish Groups

Two separate Task and Finish Groups were established by our OD team in partnership with Trade Union colleagues in June 2024 and met up to February 2025. The groups also comprised clinical and operational managers and staff to focus on:

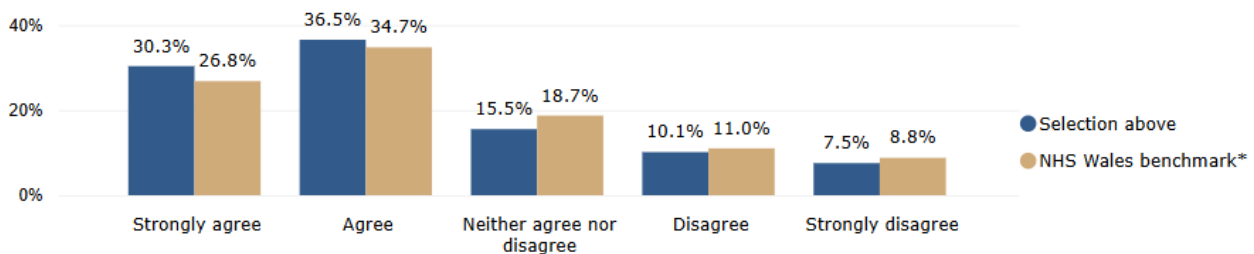
1. Flexible Working: to explore how to overcome barriers to flexible working across the Health Board, with the aim of shifting hearts and minds to build a culture which supports flexible working at team level.
2. Retire and Return: to promote and educate managers and staff in relation to flexible retirement options.

A number of actions were undertaken by each Group, many of which have been embedded into the next phase of our culture change programmes in 2025-26. For Retire and Return, this included developing a SharePoint page to provide a one stop resource for staff who wish to find out more about Retirement and Flexible Retirement. For Flexible Working, this included developing new sessions to educate managers as part of the Health Board’s Management Development and LEAP Leadership Development programmes in relation to the NHS Wales Flexible Working Policy and our commitment to the principle that flexible working becomes the default, including supporting managers to make a cultural shift from “*We can’t do this because...*” to “*How can we make this happen?*”

Encouragingly, as a result of our focus on fostering a leadership culture which promotes flexible working options at team level, our Health Board outperformed the national average across all questions relating to flexible working in our 2024 NHS Wales Staff Survey results, providing an exciting platform to expand upon in the next phase of our culture progression, for example:

Responses to question '14e) I am satisfied with the opportunity for flexible working patterns.' in the 2024 NHS Wales Staff Survey: Hywel Dda University Health Board: All Tier 2: All Tier 3: All sites: All occupational groups

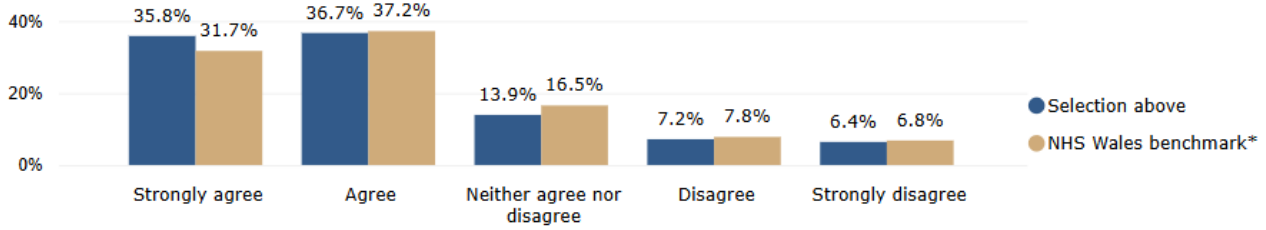
**For the purpose of benchmarking, organisations have been grouped as 'Health Board' organisations and 'Trust/Authority' organisations. Blank responses have been excluded.*



Response	Response count	% of responses	NHS Wales benchmark*
Strongly agree	725	30.3%	26.8%
Agree	873	36.5%	34.7%
Neither agree nor disagree	371	15.5%	18.7%
Disagree	242	10.1%	11.0%
Strongly disagree	180	7.5%	8.8%
Total	2,391	100.0%	

Responses to question '14h) I can approach my immediate manager (line manager) to talk openly about flexible working.' in the 2024 NHS Wales Staff Survey: Hywel Dda University Health Board: All Tier 2: All Tier 3: All sites: All occupational groups

*For the purpose of benchmarking, organisations have been grouped as 'Health Board' organisations and 'Trust/Authority' organisations. Blank responses have been excluded.



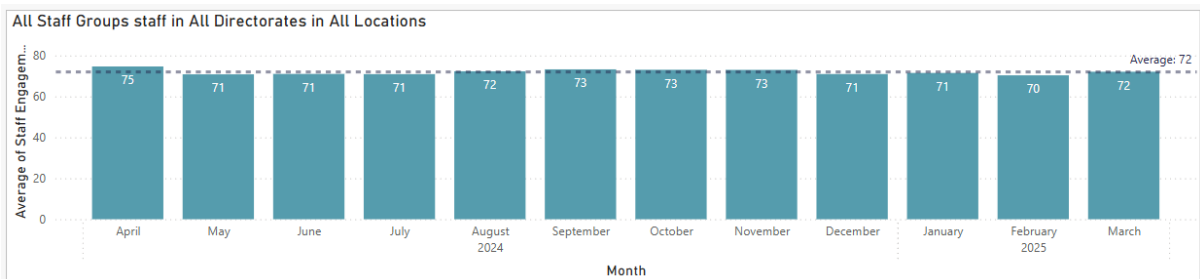
Response	Response count	% of responses	NHS Wales benchmark*
Strongly agree	855	35.8%	31.7%
Agree	875	36.7%	37.2%
Neither agree nor disagree	332	13.9%	16.5%
Disagree	171	7.2%	7.8%
Strongly disagree	153	6.4%	6.8%
Total	2,386	100.0%	

4.0 Staff Experience Surveillance

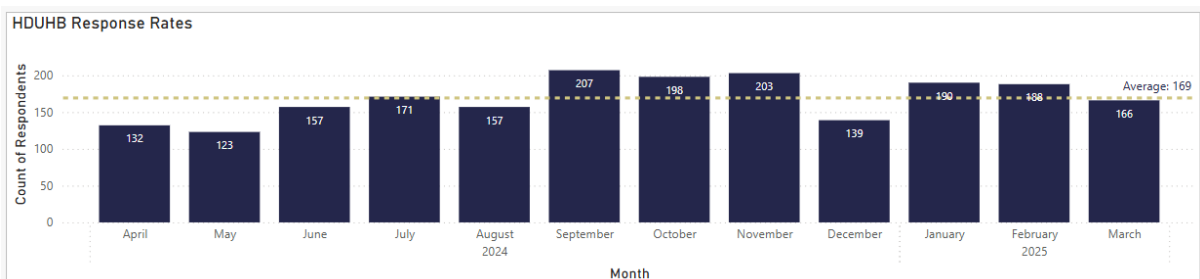
Our OD team continues to collate and utilise staff experiences to measure, evolve and develop workforce initiatives. The Health Board achieved its best response rate for an NHS Wales Staff Survey of 19.7% in October 2024. A separate paper included in this meeting’s agenda outlines our approach to increase participation and the actions that have resulted from the data.

Staff Voice Survey

During the past year, a total of 2031 staff completed the Staff Voice Survey (previously known as the Board Outcome Survey), with an average Staff Engagement Score of 72% or 3.6 out of 5:



The average number of responses per month was 169:



When comparing the results from the three methods we test our Health Board’s engagement index (also see ‘Enabling Healthy and Happy Working Cultures’ section below for further details regarding our local Culture Survey), they are consistent even though taken from a random sample of staff across all our staff groups. Our NHS Wales Staff Survey engagement result is also on par with national trends in other Health Boards where scores have decreased, however ours is not as significant a shift from 72% in 2023 to 71% in 2024, and reassured by our local staff voice pulse surveys:

	Average Staff Engagement Score
Monthly Staff Voice	72%
Local Culture Survey	72%
National Staff Survey	71%

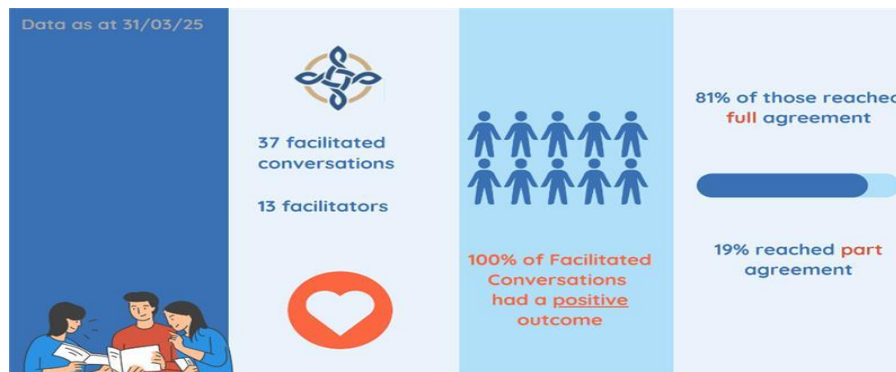
The overall staff engagement scores are similar in each methodology and the same two questions are ranked the highest in each survey, namely *I am happy to go the extra mile at work when required* and *I'm enthusiastic about my job*, providing a great foundation of staff motivation and goodwill to build upon. Conversely, the biggest influencer in terms of increasing staff engagement is *I am involved in deciding on the changes that affect my work/area/team/department* which is informing our focus for the next phase of our culture progression.

Question	Monthly Staff Voice	Local Culture Survey	National Staff Survey
I am happy to go the extra mile at work when required	85%	85%	79%
I'm enthusiastic about my job	75%	71%	66%
I am proud to tell people I work for my organisation	59%	60%	59%
I am able to make improvements in my area of work	54%	64%	60%
I would recommend my organisation as a place to work	53%	55%	56%
I look forward to going to work	55%	52%	52%
I am involved in deciding on the changes that affect my work/area/team/dept	46%	46%	48%

5.0 Health Working Relationships

Conflict Resolution

During the past year, our Organisation Development Relationship Managers ODRMs, and other colleagues across the OD Team, have continued to be initially engaged by services/teams for conflict resolution purposes. The interactions have been with our staff and their respect for one another is an essential component of shaping healthy and happy work environments, therefore we aim to promptly and compassionately support resolution through restorative approaches which encourage constructive dialogue, understanding and, where possible, forgiveness, over harmful confrontation and recourse to formal process. The following infographic illustrates the success of our facilitated conversations between staff across the Health Board in 2024-25.



6.0 Voice, Safety and Trust

Speak Up

The Speak Up and Make Meaningful Change (SUMMC) identity has been launched and continues to support the building of psychological safety across the Health Board whilst reinforcing the values of trust, openness and honesty. The SUMMC agenda continues to be implemented across our Health Board, with all actions in both the self-assessment and development action plan and speak up audit action plan on the Audit Management and Tracking (AMaT) system being completed or ongoing.

The 2024 NHS Wales Staff Survey outlined that we have continued to make progress, and it is encouraging to find that:

- **74%** agreed or strongly agreed the organisation encourages staff to report errors, near misses or incidents: **+4%** on 2023 results
- **76%** felt secure to speak up around unethical behaviours, aligning to the 2023 result and inline with national results
- **50%** felt that the organisation treats staff involved in errors, near miss or incident fairly: **+12%** on 2023 results
- *When errors, near misses or incidents are reported, my organisation takes appropriate action so they don't not happen again* rose from **50%** in 2023 to **57%** in 2024.

The survey also outlined, however, that there we still have work to do in embedding a culture of speaking up:

- **55%** felt safe to speak up around anything that concerned them: **+4%** on 2023 results, however still **-3%** on national average.

The SUMMC agenda will continue to be implemented and embedded across the Health Board in the next phase of our cultural progression. Although we are viewed as an exemplar across Wales for our work already completed, we recognise that there is still more work needed which is guided by our knowledge of the valuable outcomes for our staff and patients.

Exit Interviews

A total of 326 exit interviews were conducted in 2024-25, with 36% from staff moving departments and 64% from staff leaving the Health Board, with the top reasons being:

1. 'Better work-life balance': 120 (36.8%): moving closer to home for easier access to work and better work-life balance was a common reason, along with travel costs. Other reasons cited were moving away and family commitments where changes to work schedules impacted childcare.
2. 'My new role offers more progression': 106 (32.5%): lack of progression and opportunities for advancement led to frustration and the desire to seek new roles.
3. 'I wanted a new challenge': 100 (30.7%): some felt they needed a new challenge.

40% of staff left the Health Board within their first 5 years of service. Suggestions for improvements to improve experiences at work included:

- Induction and feedback: better induction related to the role and regular feedback.
- Valuing team members: value team members at all levels and recognise experience.
- Staffing and resources: more hours for secondment roles, better pay and support when sick.
- Communication and project management: clearer communication regarding project timescales and better use of skills when projects are paused.
- Working conditions and wellbeing: more support and recognition of staff wellbeing.
- Leadership and development: visible leadership and presence of leaders and greater emphasis on rotation within departments, wider development opportunities, and more opportunities for external courses.
- IT and bureaucracy: better IT support for community workers and less bureaucracy and unnecessary changes.
- Fair treatment: treat all staff fairly and equally.

Sexual Safety

In our last Culture Change Update report, we noted our intention to gain a deeper understanding of our culture as part of the next phase of our progression, particularly in relation to those issues that may have been perceived to be 'acceptable' in the past; or may be 'undiscussable' for a variety of reasons. Inspired by the Welsh Ambulance Service NHS Trust (WAST)'s pioneering approach to Understanding Sexual Safety in the Workplace, coupled with our evolving societal context and the significant legislative change introduced by the Worker Protection (Amendment of Equality Act 2010) Bill, which received Royal Assent on 26 October 2023 to become the [Worker Protection \(Amendment of Equality Act 2010\) Act 2023](#), we established an Anti-misogyny Task and Finish Group to explore this agenda, paying particular attention to creating a culture of psychological safety where people can speak up for change. Simultaneous to our local work, the NHS Wales People Network also undertook to create a national Sexual Safety in the Workplace Policy and Charter.

Both our local and the national work this area over the past year have been a helpful starting position to inform the next phase of our work which will be taken forward by our newly established Sexual Safety at Work Task and Finish Group.

7.0 Enabling Healthy and Happy Working Cultures

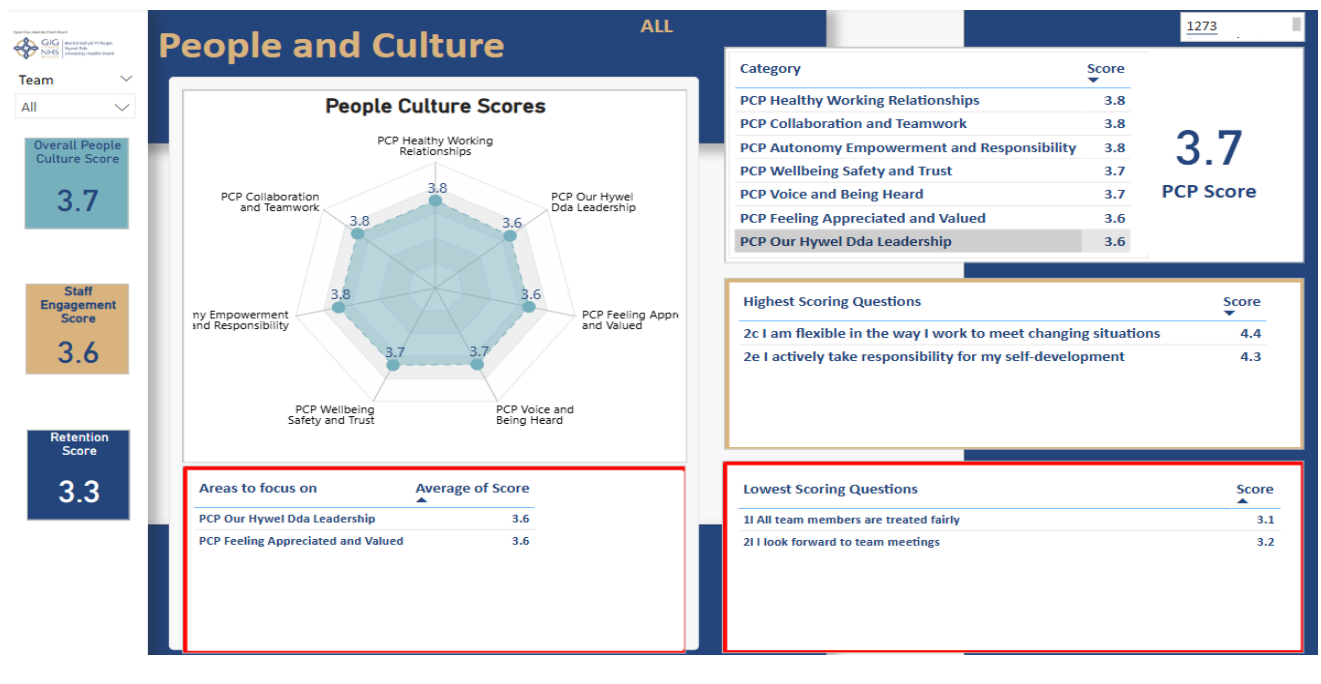
Our ODRMs have continued to focus on promoting and providing proactive and responsive support to local teams to enable healthy and happy working cultures. An essential element of this work is their ability to influence and nurture relationships as a catalyst for change. Through compassionately understanding and valuing staff insights and feedback, our ODRMs are able to help ensure that the desired culture aligns with the needs and expectations of our workforce,

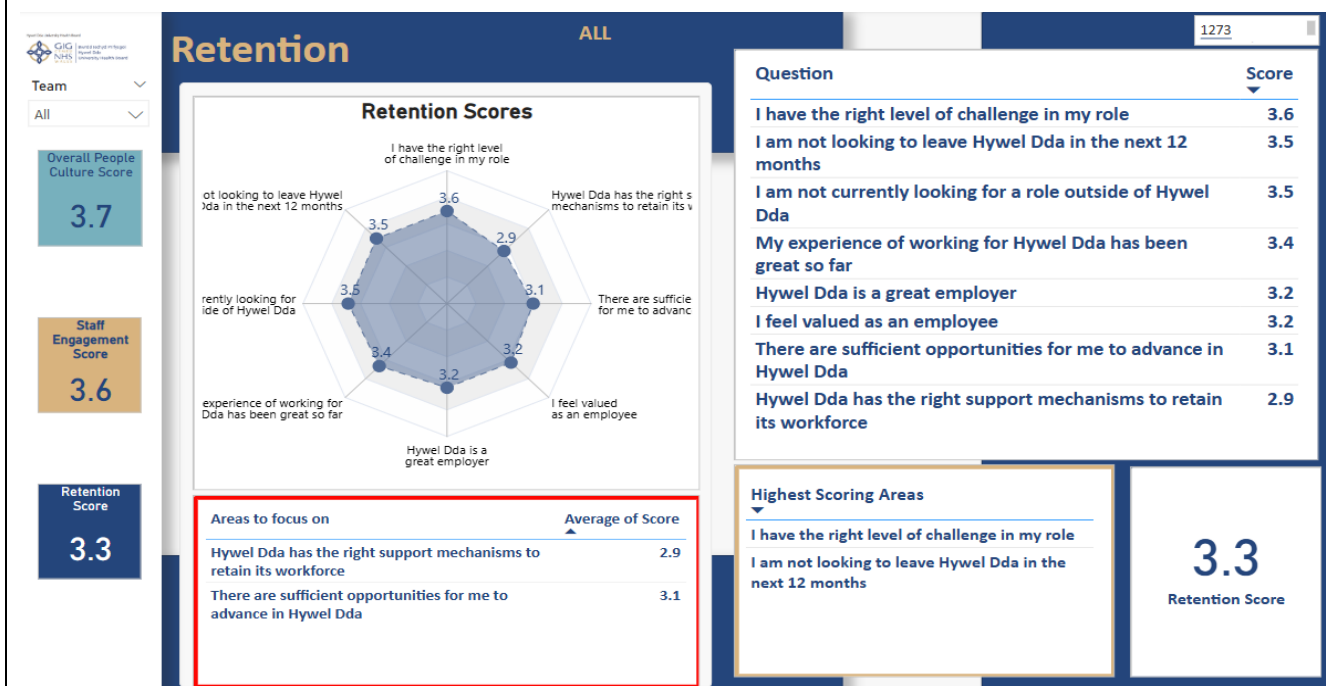
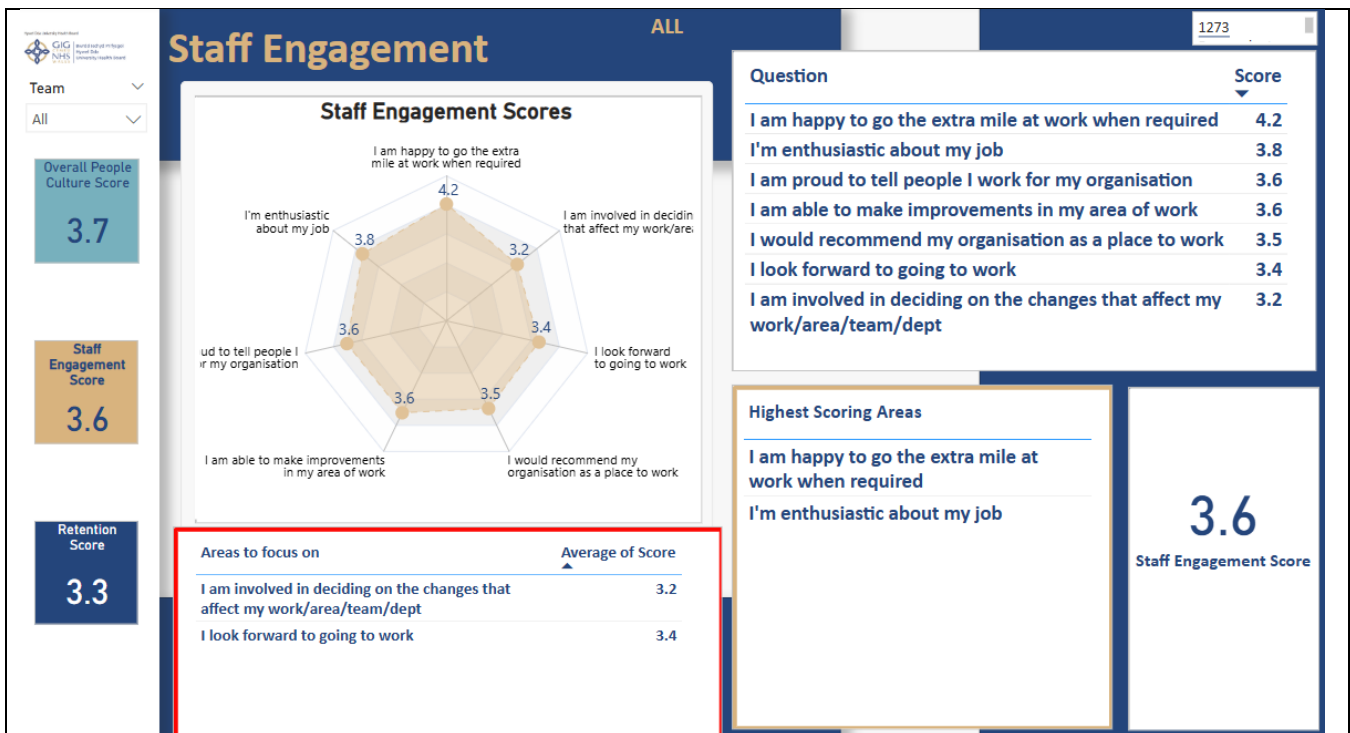
thus fostering a connection with our culture journey on a meaningful level. As an example, see the Radiology Case Study in Appendix 1 illustrating their progression and outcomes to date.

In the summer of 2023, we enriched the exploration phase of our ODRM support by introducing a new culture survey aligned to the Health Board's culture framework. Designed in line with the culture themes which form the Health Board's culture framework, the survey provides three measures: people culture, engagement and retention. This richer exploration phase has strengthened our ODRMs' ability to build a true picture for each service/team based on the interpretation of qualitative and quantitative intelligence from a range of workforce data sources relating to employment experience and working cultures.

Between its introduction up to March 2025, our ODRMs have closed and reported on culture surveys for 53 teams across HDdUHB as part of the exploration phase of their culture journey, with a total of 1273 staff participating. Several teams have now sufficiently progressed in their culture journey to undertake follow-up surveys to evaluate the success of their co-created people culture plans to date (see the Case Study in Appendix 1).

In terms of the overall Health Board, to follow are the dashboards across all culture surveys for people culture, engagement and retention from June 2023 to March 2025:





Our local culture surveys enable nuanced responses to address emerging issues in micro cultures which need working through by the respective leadership teams, with support from their ODRMs. These aggregated results are also enabling a richer discernment of our cultural patterns and themes across the Health Board and accurately focusing the next phase of our culture progression (as noted in the 'areas to focus on' sections in the above dashboards) on organisational learning. Additionally, we are now in an excellent position to track cultural progress year on year and have an organisational comparator for local survey results within teams/services.

8.0 Appreciation and Recognition

To ensure we foster a feeling amongst our colleagues of being valued for their outstanding commitment and dedication to the Health Board. We have dedicated appreciation programme,

which includes a variety of formal methods in which we celebrate our staff. In the past year, our appreciation programme has showed appreciation to our staff through:

- 295: Retirement Letters
- 260: 25-year Long Service Awards
- 66: 40-year Long Service Awards
- ... and 1: 50-year Long Service Award!



Our Long Service Awards are now an embedded part of the programme, with many teams using the award to celebrate colleagues with such dedicated long service:



Carol Seabourne (MA, PG.Dip., ILM)

Service Improvement & Operational Lead at Hywel Dda University Health Board
2d



If you ever wonder the value of [#LongService](#) awards, then 🎯.
Witnessing the reaction of one of our Community Dental Nurses receiving her 25 year service award yesterday, made my day. A token of recognition and appreciation for all of her hard work and commitment to dental patients in Aberystwyth. Yes, this lady has worked not only within the same service BUT at the same clinic for 37 years. Amazing 🤩 and while she seemed to have missed her presentation years ago, she truly valued it yesterday. 🥰 so many happy tears. Congratulations
So important to recognise employee loyalty [Hywel Dda University Health Board](#)



We have also celebrated many staff in our quarterly Chairs Commendation Awards which has seen 154 nominations and 82 winners or highly commended awards. This highly emotional and inspiring event celebrates our workforce through stories of wonderful development and innovation, compassion and collaboration.



We have also hosted two online Hywel’s Applause award ceremonies, and our Culture and Workforce Experience (CWE) Team is preparing this year’s event. Panels are currently being formed for each category and nomination windows are open until 8 June 2025.

9.0 Innovation and Improvement

Fostering a culture for innovation and improvement is also a fundamental part of our OD approach and we are proud to have maintained our track record of securing Welsh Government funding for our programme once again for 2025-26.

Our Research, Innovation and Improvement Team (the RIC Hub) manages our Bevan Exemplar programme which encourages grassroots innovation and provides permission to think creatively for positive change. During 2024-25, we have supported:

- 12 exemplar projects, with 2 from 2023-24 being further developed via an internal Dragon’s Den approach.
- 3 Bevan Clinical Fellows, in addition to the 3 from the previous year.

10.0 Looking Ahead to 2025-26

Looking forward to the year ahead, the outcomes from our progress to date is accurately informing the next phase of our culture journey as outlined in the Culture Driver Diagram in Appendix 2.

Argymhelliad / Recommendation

The Committee is requested to:

- **TAKE ASSURANCE** of our cultural progression during the past year whilst recognising there is still work to do and with the potential to be accelerated, and;
- **NOTE** our future direction of travel as set out in the Cultural Driver Diagram (Appendix 2).

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation’s ability to create and manage strong, high performance, organisational culture arrangements.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:	Reference 1186/score 15. Reference 1821/score 12.

Datix Risk Register Reference and Score:	
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 5. Offer a diverse range of employment opportunities which support people to fulfill their potential

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Included within the body of the report.
Rhestr Termau: 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:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	None arising from this paper.
Ansawdd / Gofal Claf: Quality / Patient Care:	None arising from this paper.
Gweithlu: Workforce:	None arising from this paper.

Risg: Risk:	None arising from this paper.
Cyfreithiol: Legal:	None arising from this paper.
Enw Da: Reputational:	None arising from this paper.
Gyfrinachedd: Privacy:	None arising from this paper.
Cydraddoldeb: Equality:	None arising from this paper.

Appendix 1

People, Organisational Development and Culture Committee (PODCC) Report:
Culture Change – a holistic review of our Organisation Development (OD) work in
2024-25

Radiology Culture Journey Case Study

Whilst our Radiology service's culture journey is very much in progress, with further work to do, our OD Team is consistently amazed by how committed their managers and staff are to building a happier and healthier team, despite the ongoing system pressures they continuously navigate.

Background

- Our initial Organisational Development Road Map (ODRM) connection with Radiology was made in 2022 whereby their leadership team sponsored cultural support across their services at each of the Health Board's acute site. Since then, their ODRM has supported each site management team through our whole Roadmap:



People Culture Plans

Examples of commissioned work as part of their site People Culture Plans includes:

- Workshops on topics such as psychological safety, flexible working, health working relationships, appreciation and recognition.
- Team sessions aimed to help staff recognise and adapt to different behavioural styles.
- Coaching conversations with managers and staff as a means of empowering ownership of improved personal and/or team performance and enhanced workplace relationships.
- Regularly signposting managers and staff to Health Board wellbeing and learning and development opportunities, for example to date, 7 leaders across

the service have completed or are currently attending leadership development programme LEAP, with others approved to attend future cohorts.

Another important part of our ODRM support for Radiology has been conflict resolution as a means of improving working relationships across the service. As a fundamental element of maintaining a healthy and happy workplace, since April 2024 we have held 7 facilitated conversations between colleagues within the service to ‘nip things in the bud’ through a restorative approach which encourages constructive dialogue over confrontation. Encouragingly, 100% of those conversations were successful, with 5 reaching full agreement and the others reaching partial agreement.

Progress to Date

All radiology services at each of the Health Board’s acute site have completed the exploration phase of their journey, including local culture surveys, however the team at GGH have sufficiently progressed and have undertaken their first follow-up survey to evaluate the success of their co-created people culture plans to date. From these results, both the service and the OD team were delighted to see improvements in:

- all 7 people culture areas
- each of the overall people culture, engagement and retention scores, with the biggest change in their retention score, which increased by 8% and is reinforced by their significantly improved rolling 12-month turnover rate across the whole service from 8.84% in April 2024 to 6.74%% in March 2025 (-2.1%)

The following captures a summary of these results:

Culture Score Area	March 2024 Score		January 2025 Score		Difference	
	Score	%	Score	%	Score	%
Overall People Culture Score	3.3	66	3.6	72	0.3	+6%
PCP Healthy Working Relationships	3.4	68	3.7	74	0.3	+6%
PCP Autonomy, Empowerment and Responsibility	3.4	68	3.6	72	0.2	+4%
PCP Collaboration and Teamwork	3.4	68	3.6	72	0.2	+4%
PCP Wellbeing, Safety and Trust	3.3	66	3.6	72	0.3	+6%
PCP Feeling Appreciated and Valued	3.2	64	3.5	70	0.3	+6%
PCP Our Hywel Dda Leadership	3.2	64	3.5	70	0.3	+6%
PCP Voice and Being Heard	3.2	64	3.5	70	0.3	+6%
Engagement Score	3.2	64	3.3	66	0.1	+2%
Retention Score	2.9	58	3.3	66	0.4	+8%

Whilst engagement has increased, some questions that contribute to the score have decreased. Notably, *I am happy to go the extra mile at work when required* dipped from 4.1 to 3.8, indicating that staff motivation and goodwill may be beginning to erode. This has helpfully enabled us to focus the leadership team on what needs working through in the next phase of their journey, supported by their ODRM.

Our OD Team is excited to support our Radiology service through the next phase of their culture journey and complete more follow-up surveys across other sites to measure, compare and learn from progress.

Appendix 2-Culture Driver Diagram

