



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 October 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Making a Difference – Progress Update (Planning Objective 1H)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Amanda Glanville, Head of Workforce Education & Development /Gemma Littlejohns, Learning & Development(L&D) 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

As part of the 2021/2022 strategic objectives, the Education and Development Department were asked to design a training programme to build excellent customer service for all staff in public & patient facing roles. In January 2022 the Workforce Education and Development Team reported to the People, Organisational Development & Culture Committee (PODCC) their intentions to roll out a new customer service workshop (*Making a Difference*) from March 2022.

This report summarises progress to date and proposed changes to mitigate against rising costs.

Cefndir / Background

In March 2022, the team implemented a schedule consisting of three workshops a week, rotating across all three counties and regularly including delivery in the medium of Welsh. Workshops are delivered off-site at a selection of competitively priced hotels, aiming to provide attendees with the feeling of investment and care.

Although the original objective was to develop a *customer service* programme, the Making a Difference Programme is so much more and provides an opportunity to promote health, wellbeing and development of our people. As such this is reflected in the feedback from participants which has been consistently positive (figure1). Critically, 100% of attendees would recommend this workshop to a colleague which is a fantastic testament to the content and trainers.

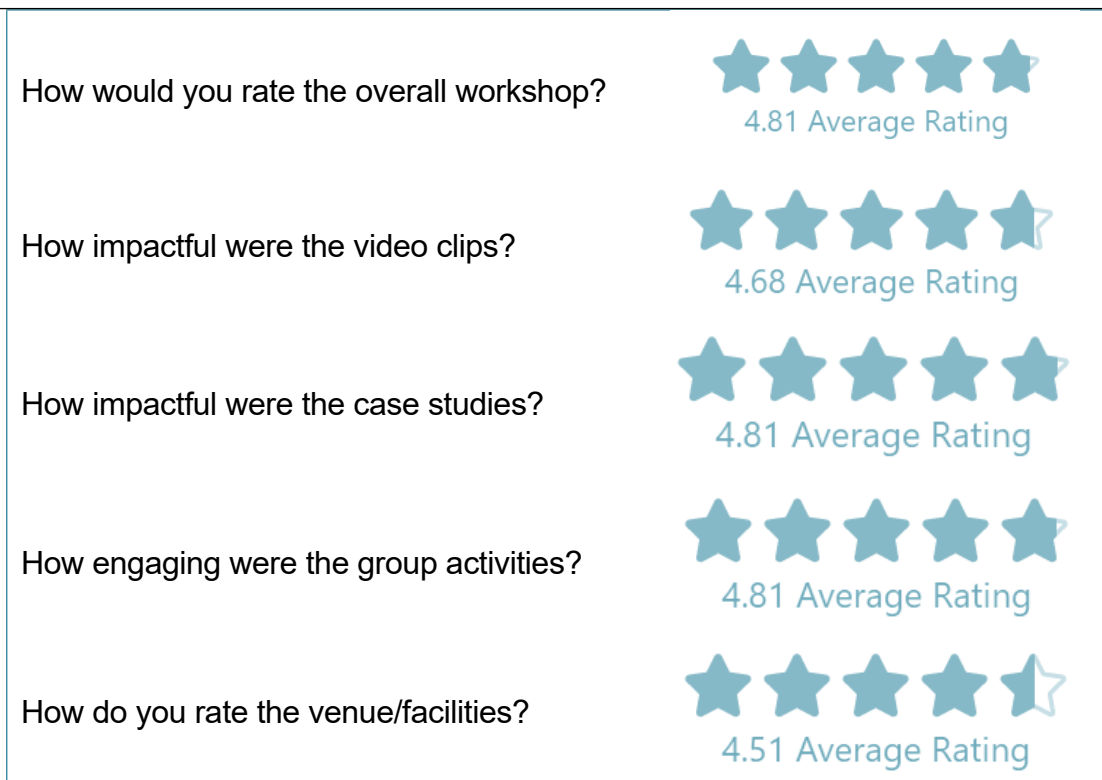


Figure 1: Participant feedback on a scale of 1-5 (1 being poor and 5 being excellent)

In terms of those who rated as 1-3 stars, only 2% provided feedback and this feedback centred around the venues. Comments included that the room was too hot, too cold, too noisy and a poor sound system. Going forward, some venues will be removed from the schedule, whilst for others alternative rooms and equipment will be used to improve participant experience.



Figure 2: Quotes from feedback

Moving forward, attendees were asked how they would be ‘making a difference to their customers, colleagues and themselves’ (figure.3). Common themes include:

- a) For customers:
 - Introducing self to others #hellomynameis

- Smile
 - Listen more effectively
 - Be empathetic
- b) For Colleagues:
- Appreciate everyone is different
 - Be more aware and supportive
 - Be approachable
 - Listen
- c) For self:
- Taking time for/be kinder to self
 - Work-life balance
 - The little things I do, make a difference
 - Slow down

54 respondents (21%) answered **Listen** for this question.



Figure 3: Participants answers to “tell us one way you will Make A Difference to your Customers; your patients, family members and visitors?”

Whilst trainers feedback on the workshop again has been positive, there has been regular challenges from attendees in relation to the ‘Glad Sure Sorry’ methodology for dealing with complaints. However, the team are exploring alternative terms that our staff are more comfortable using in services.

Overall, the team are satisfied with the impact the workshop is having on attendees and in achieving our strategic objectives.

Asesiad / Assessment

Any risks to achieving our objectives are associated with attendance and costs.

1. Attendance

The workshop was, and continues to be, advertised using a variety of mediums:

- Posters printed and placed in workplaces across the region
- Posters circulated to Trade Unions, OD Relationship Managers (ODRMS) & Collab Teams Channel

- Prospectus page created and booking system set up via Electronic Staff Record (ESR)
- Global emails scheduled
- Invites sent to all new employees after two months' employment
- Email auto signatures for L&D staff to include link to booking
- Workshop advertised during Learning at Work Week
- Added to Hapi App
- Emails sent to Senior Nurse Management Team
- Facebook post on internal page

The volume of bookings has always been a concern for the team. During the initial implementation phase where three workshops a week were scheduled, several workshops had to be cancelled due to insufficient bookings. Subsequently the team reduced the number of workshops to one workshop a week ensuring the location is regularly rotated across all three counties. This has resulted in no further courses being cancelled and all courses having sufficient attendance to ensure a good learning experience for attendees and, also ensuring they remain financially viable.

Each workshop does experience some “DNAs” (did not attend), that said the team deliberately over-subscribe workshops to ensure maximum capacity wherever possible.

Making a Difference attendance in figures:

- 4 courses were cancelled due to insufficient numbers, none of which incurred cancellation fees as they were cancelled within the agreed timeframes with venues
- 381 number of staff have attended to date, of which:
 - Bands 2-3 make up 30% of all attendees
 - The lowest representation amongst attendees are Band 8+ at just 17 people
 - Some services are not represented amongst our attendees to date

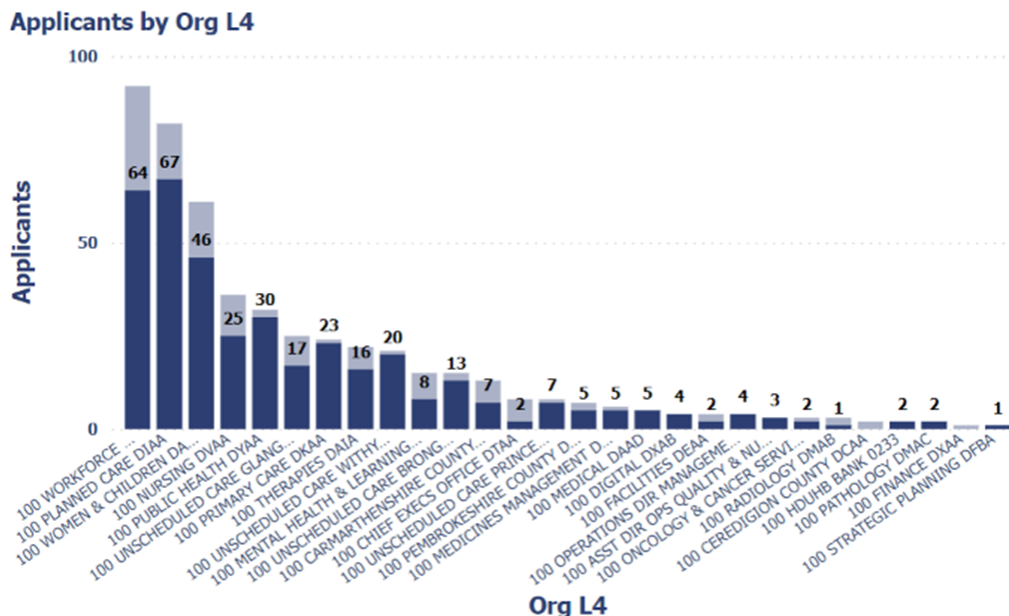


Figure 4: Attendances of Making a Difference by service as of 28/09/202

A breakdown of attendance and future bookings by staff group (figure.4) is being analysed by L&D, who will work with individual services to improve attendance. Average attendance by county is contained within table 1.

	No. of courses	No. of attendees	Ave. attendance per course
Carmarthen	18	217	12
Ceredigion	3	32	11
Pembrokeshire	7	132	19

Table 1 Attendances of Making a Difference courses as of 28/09/2022

ODRMS have expressed difficulty in some services releasing staff for non-essential training due to work pressures which is being followed up by L&D and supported by recommendations within this paper.

2. Venues

The team has carried out extensive research into suitable venues for the workshops. Suitability is assessed via accessibility, quality and value for money. Some counties offer competitive pricing however others (i.e. Ceredigion) who have limited competition have significantly higher prices.

Costs are associated with room hire and refreshments. The team have been able to reduce costs in many cases by investing in mobile projectors to take to venues instead of hiring venue equipment. Content has been reviewed to see if reducing content could reduce the length of the session however this would impact quality of the session.

Table 2 provides an outline of costs to date. We anticipate these costs increasing after the recommendation of our Director of WF&OD to have refreshments on arrival. Whilst this will have a positive impact on attendees, it will increase venue costs by an additional £50 per course in many cases.

	No. of courses	Total cost of venues	Cost per head
Carmarthen	18	£3188.80	£14.69
Ceredigion	3	£672	£21
Pembrokeshire	7	£1336	£10.12

Table 2 Cost of Making a Difference courses as of 28/09/2022

Plans to improve attendance

Whilst it is a credit to the course and the team that attendees are recommending Making a Difference be mandatory, the L&D Manager does *not* recommend this. Currently the department are working towards improving compliance in other areas (i.e., Core Skills Training Framework and All Wales Career Framework) and along with the forthcoming winter pressures, it is felt mandating this course is not appropriate at present. There is a need to consider the positive impact the course has from *voluntary* engagement with the L&D department and its wider activities. The department needs to change its reputation as the 'compliance police' if it is to improve the learning culture at HDD (Hywel Dda).

For now, the department would like support to maximise attendance of under-represented groups.

As service pressures have been identified as the primary cause preventing attendance, backfill would be required to allow staff to be released for Making a Difference which will improve attendance rates.

Meanwhile the Education and Development Team are continuing to identify strategies to improve attendance.

Plans to reduce costs

Whilst the team will continually strive towards identifying competitively priced venues, the L&D Manager has also considered utilising alternative venues to hotels. This includes HDD venues such as Glien House. This venue would provide an off-site location which helps discourage attendees from returning to work at the end of the session. It will continue to provide refreshments, parking, and a central location in Carmarthen. It will not provide the more luxurious setting associated with other venues (i.e., hotels). Utilising a venue like Glien House would replace the use of the current Carmarthen hotel (Ivy Bush) providing a cost saving of £1,823 for the remainder of this financial year.

The L&D Manager recognises that an 'equivalent' HDD venue to Glien House is not available in other counties, however it would enable the budget to go further and believes it would be remiss of us not to consider it.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee are asked to note the progress to date and receive assurance by the proposed plans to improve attendance and reduce costs identified within the Making a Difference – Progress Update Report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR (terms of reference) Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.4 Seek assurance on delivery against all Planning Objectives aligned to the Committee, considering and scrutinising the plans, models and programmes that are developed and implemented, including the annual workforce plan and associated commissioning plan, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7. Staff and Resources 7.1 Workforce
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 3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	1H "Making a Difference" Customer Service programme

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
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	N/A
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Previous PODCC meeting

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Contained within the report
Ansawdd / Gofal Claf: Quality / Patient Care:	To build excellent customer service for all staff in public & patient facing roles.
Gweithlu: Workforce:	To build excellent customer service for all staff in public & patient facing roles.
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Improved patient care.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	N/A