

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	19 August 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Our Staff Experience: How we are actioning what our staff are telling us through surveys?
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce & Organisational Development (OD)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Lisa Gostling, Director of Workforce & Organisational Development (OD)

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

It is recognised that the past 18 months has been one of the most challenging experiences for our staff in their working and personal lives, and understand the importance of ensuring that Hywel Dda University Health Board (HDdUHB) staff have a voice. We are committed to ensuring we value our staff's opinions and work with them to create a great place to work. Even when things are challenging, we can create an environment that nurtures, appreciates and supports our staff wellbeing and experience.

HDdUHB is on a culture change journey and this report tells the story of the journey so far, including how we have acted upon and what we have implemented following a review of our staff's voice from the NHS Staff Survey undertaken in November 2020.

**Cefndir / Background**

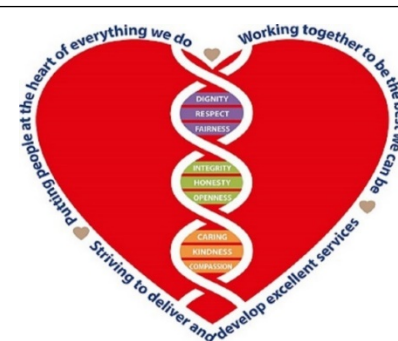
Our staff voice has been informed by the following 3 surveys completed during the course of the past few months:

1. All Wales NHS Staff Survey (November 2020).
2. Your Wellbeing Matters: Survey on Nursing & Midwifery workplace wellbeing and environment (Survey conducted in February 2020 and published in November 2020).
3. Medical Engagement Scale (July 2021).

Our staff have told us how engaged they are through the All Wales NHS Staff Survey, indicating a 76% engagement score, which is reflective of the All Wales benchmark, although in HDdUHB we have ambition to work on improving this and to ensure we maximise our staff engagement. There is already a great deal of activity and we are committed to ensuring we capture our staff experience and enable it to inform our actions. We are focused on ensuring we are:



With our values at the heart of everything we do:



## 1. Based on Intelligence gained from our Staff

What we have done and what are we doing?

### 1.A: NHS Staff Survey Results

Our NHS Staff Survey results for the organisation as a whole have been shared within the PPPAC Committee, the Executive Team and the Partnership Forum to date. In addition, specific drill down reports have been prepared for the BAME Advisory Group, and specific areas such as Mental Health and Learning Disabilities; the Finance and the WOD Function. These report formats have been revised to be more user-friendly and insightful to our leaders.

With the OD Survey Intelligence lead now in place (July 2021) individual reports are being prepared for each staff group and wherever possible to reflect the management structure of the organisation. These will be prepared for when the OD Relationship Managers come into post so they can work with local management teams to inform the emergent people culture plans.

### 1. B: Black, Asian & Minority Ethnic (BAME) Staff Community

We have shared the appropriate details of the All Wales NHS Staff Survey with our BAME Advisory Group to help inform our discussions and discovery. This has led to a number of actions:

- i. The establishment of a Speciality & Associate Specialist (SAS) Steering Group. Working with the Group and Mark Henwood, Deputy Medical Director, as Chair, we have made a commitment to become an exemplar in relation to the implementation of the SAS Charter. This helped us inform a further exploratory survey for this Group supported by the OD Team. We have also conducted two listening exercises to ensure our staff had an active voice. This has enabled us to co-create outcomes and actions to take forward which are already being progressed. These include:
  - a. Support for routes to Certificate of Eligibility for Specialist Registration (CESR);
  - b. Creating an SAS development programme;
  - c. Progression of job planning and new contracting arrangements from September 2021;
  - d. Revise coding arrangements for SAS doctor work to support portfolio evidence.Allowing us the space to work together to co-create the solutions has meant this is more meaningful for our staff and owned by representatives from the SAS staff community.
- ii. BAME Nursing Focus Review – Two listening exercises have been undertaken with our nursing staff. Open and honest reflection is allowing us to shape a clear action plan so we could ensure we fulfilled the “*You said: We did*” approach.

Some themes which are being addressed following the BAME Nurse listening sessions include:

- Support with curriculum vitae writing; application and interview preparation for new roles through an employability skills programme with a focus on customer service.
- Newsletter from the Director of Nursing, Quality & Patient Experience to raise awareness of mandatory training; professional development; mentoring support, etc.

- Sessions with the senior nurse management team in September 2021 to share staff stories learning and increase awareness of BAME nursing staff issues.
  - A planned BAME nurse & inclusion stand at the HDdUHB Nursing Conference in September 2021.
  - Consideration of a specific campaign to encourage nurses to take breaks, etc.
- iii. BAME Bullying & Harassment Task and Finish Group – the Group has been set up to review trends and impact of bullying and harassment on our BAME staff. We have spent time listening to our staff experiences and sharing our equality data to help inform a better understanding of the challenges we face. Our Group has explored the opportunities presented by the new healthy working relationships approach to support us to do things differently.

The Group is made up of BAME representatives from each of our staff groups and is co-chaired by Augusta Umughele (member of the BAME Advisory Group) and the Deputy Director of Workforce & OD.

A number of BAME members of staff (circa 75) have come forward to 'join' a network across HDdUHB and this network will be formally launched by the Chair/Chief Executive Officer (CEO) on 9<sup>th</sup> September 2021.

#### 1.C: Rest, Recovery & Recuperation Reference Group

Post the second wave of the COVID-19 pandemic, the Chair/CEO commissioned a staff Discovery report to help us understand more about what our staff had experienced during the pandemic. This provided a timely opportunity for us to really listen to our staff's experiences and focus on how we can support them to recover. This report provides us with rich learning on what is important to staff, how they feel we should approach their rest, recovery and recuperation and it will inform the 'Thank you offering'. The key themes highlighted are:

- Leadership;
- Team working;
- Trust and autonomy;
- Impact, safety and support;
- Communications;
- Working environment.

We are now focusing, as a whole OD Service, on reviewing these themes and how we can bring them to life to help support our staff recovery, putting their wellbeing at the heart of what we do. This data will form a piece of the jigsaw to help inform our People Culture Plans when the OD Relationship Managers commence in Autumn 2021.

#### 1.D: Your wellbeing matters: Survey on workplace wellbeing and environment for Nurses and Midwives (Survey conducted in February 2020 and published in November 2020).

Based on the staff experience feedback we acknowledged 9 key recommendations from the survey. A specific update against each recommendation is contained in Attachment 1.

The central theme to those recommendations has been to position staff well-being as a corporate objective and ensure that leaders are focused on making employee wellbeing 'routine business for all'. Through the work with our Partnership Forum, the Charitable Funds Committee and our Executive Team, prioritisation of staff wellbeing is being threaded through our decision making.

The Staff Psychological Well Being service has issued a booklet to all staff at their home address outlining the resources available to support them and a campaign to recruit wellbeing champions across the organisation is well underway with a training programme ready to be rolled out.

Further work will be required to be undertaken in areas concerning work intensification, bureaucracy and burnout. Digitalisation of nursing patient management systems, nurse e-rostering systems, safe staffing levels and wellbeing programmes such as ecotherapy will provide some steps towards this agenda.

#### 1.E: Medical Engagement Scale (July 2021)

A new development is the Medical Engagement Scale (MES), which we will be working with our Medical Leadership Team to review over the forthcoming weeks and months. We have a local “copy shared week” commencing 19<sup>th</sup> July 2021 and are anticipating receipt of the All Wales MES Survey week commencing 2<sup>nd</sup> August 2021. Receipt of this intelligence will allow us to inform our action plans moving forward. We will:

- Compare our position with All Wales to ensure we understand our position and can explore comparator learning;
- Make sense of this within HDdUHB and work with our Senior Medical Leadership Team to agree actions;
- Engage with the external report surveyor, Engage to Perform, to help us better make sense of the staff experience messages.

Once we have completed our intelligence analysis, we will share with our Medical Leadership Group, Executive Team and Clinical Leads Forum to empower them to take forward actions specific to their areas. A specific feature on it will also appear in the Medical Directors Newsletter.

#### 1.F: Corporate Health Standard Status

It is pleasing to note that despite the challenges of the pandemic, we have retained our Gold and Platinum Corporate Health Standard Status. Wellbeing has been at the heart of our support for our staff during these challenging 18 months, and will continue.

We will be working to ensure these recommendations are incorporated into our People Culture Plans, which will allow us to have a clear focus on our cultural activity. By ensuring a focus in this way, will provide the best chance of achieving our goals.

## **2. Work behind the scenes to prepare the platform for our future**

### 2.A: Our new Human Resources (HR) Disrupted way

We are on a transformation journey as a service and a culture change journey as an organisation. We want to ensure we treat our staff as adults – create a collaborative and compassionate culture that puts staff well-being at the centre and empowers them to be their best selves at work. Our vision is simple – looking after our staff will in turn enable them to look after our patients.

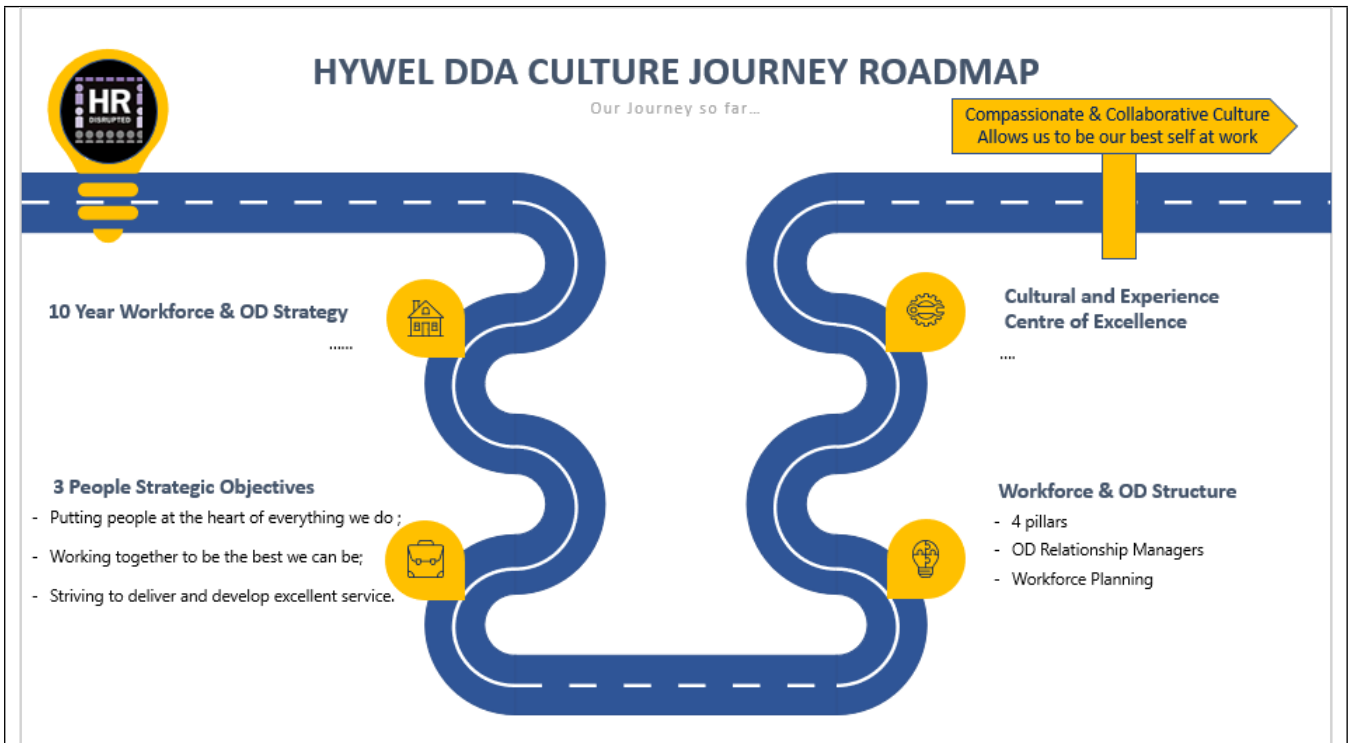


Figure 1.1 Roadmap

We recognise that this journey will take some time and we also recognise that our staff are also on a journey towards new levels of trust with us as an employer. This means at times, we will listen and hear things that may be challenging for us to hear. It may also mean our staff feel anxious about the changes. We recognise how important it is that we all appreciate this when listening to our staff experience. We also recognise that this journey may at times take us to places that are disordered and disruptive. However, our direction of travel is clear and how we truly listen to our staff and ensure they are heard, will determine how quickly we get there.

2.B: OD Team Review of Platforms

The OD Team are currently reviewing engagement platforms which enable a greater gathering of intelligence from our staff of their experience at local levels. Our Business Intelligence Lead commenced employment at the end of June 2021 and is already making sense of all of our rich data sources available to help tell the full story of our staff experience. This information will inform us on how our staff are feeling, the challenge and the overall wider picture of what it is like working for HDdUHB. This workforce and staff experience intelligence will be vital in driving key workforce objectives and the progression of the Workforce, OD and Learning Strategy 2020.

2.C: Partnership Working Arrangements

Significant effort and work has been undertaken in partnership between the Director of Workforce & OD and the Chairs of the Partnership Forum (Health Board wide) and in each County over the past 18 months and this has resulted in a revised Terms of Reference for these forums and a new Facilities Agreement. These arrangements are in place from 1<sup>st</sup> August 2021 and will provide a solid platform to launch the cultural journey going forward, recognising the benefits of working together in partnership to improve the experience of our staff.

## 2.D: Listening Directly to Staff Stories

### i. Board Reverse Mentoring Programme

In Spring 2021, Nottingham University was commissioned to deliver a Reverse Mentoring Programme for our Board. This pilot programme is believed to be the first in NHS Wales and aims to address the barriers of inclusion and equality in the workplace by allowing the Board, as leaders, to connect with staff on a deeper level, to listen and understand their individual perceptions and experiences and take action in response.

The programme is expected to conclude later this year (2021). Upon its conclusion, it is anticipated that the collective learning obtained will enhance the cultural humility of the Board and in turn positively impact the cultural competence of the organisation.

### ii. Direct Dialogue

More concerted efforts have been made during the pandemic to listen directly to staff stories, whether through exit interviews, one to ones with the Director of Workforce & OD and other key leaders in order that the lived experiences of our staff can be more fully understood. These are sometimes painful to hear and witness, however their power in enabling the HR disruption journey cannot be underestimated.

## 2.E: Creating our People Culture Plans

As part of our new HR Disrupted approach, we will have a team of OD Relationship Managers who will enable us to bring things to life on the ground with our staff. Working with our leaders, our staff side and our staff directly, they will be the conduit to all of our centres of excellence in Workforce & OD and ensure we keep focused on what our staff say. They will help bring the staff experience message to life. They will work directly with our staff to create People Culture Plans for each of our services.

Working to ensure consistent implementation of the Board's three strategic people objectives across the organisation, the Organisation Development Relationship Managers will also work collaboratively to implement local priorities identified through staff engagement.

Our People Culture Plans will be informed by all the data available to us, in order that we truly tell the full story of our staff experience. The OD Relationship Managers will work with the Business Intelligence Lead to piece the jigsaw together and help tell the full story of our staff experience. They will help us temperature check and ensure we do not jump too quickly to solution, based on one piece of information. We recognise that "*the whole is greater than the sum of the parts*" and are working collaboratively across our Workforce & OD services to collate and understand our rich intelligence.

# WHAT INFORMS OUR STORY

BUSINESS / WORKFORCE INTELLIGENCE

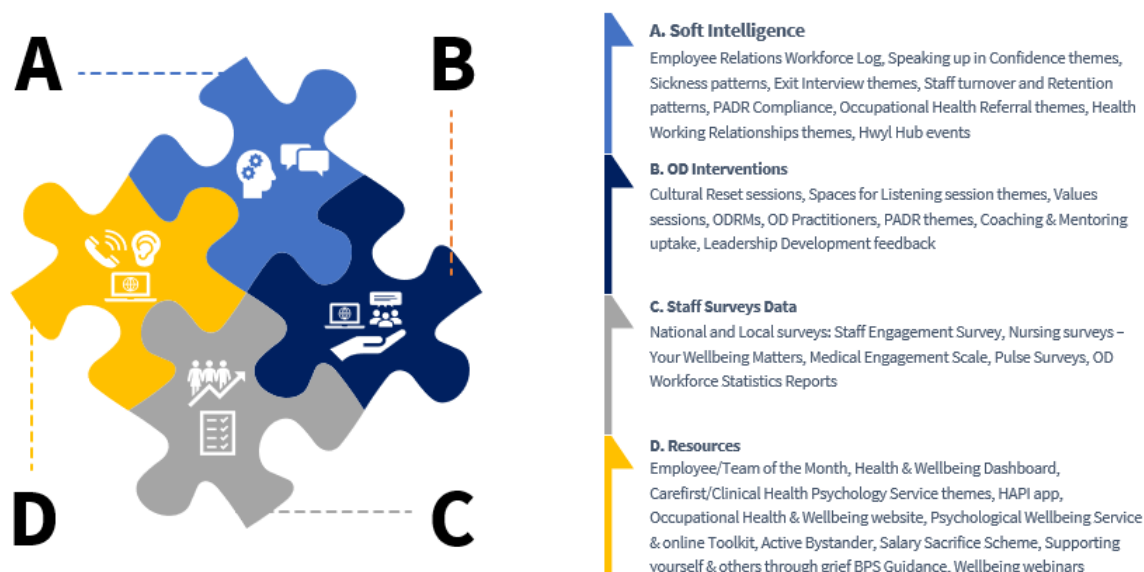


Fig 1.2 Business/Workforce Intelligence

## 2.F: The OD Relationship Manager

After a successful recruitment campaign that focused on ensuring we had the “right people”, the Team will commence during September and October 2021. Their role will be focused on establishing great trusting relationships with our staff, leaders and staff side. It will therefore take some time to embed and get that relationship right. In the interim, we are already working on proof of concept which is already having a positive impact. Mental Health & Learning Disability services are being supported by the Assistant Director of OD and the Head of People & Organisation Effectiveness on an OD intervention culture journey to determine early learning and enable wider application for practice when the new team starts.

## Asesiad / Assessment

We are making good progress on our culture change journey. Recognising that culture change can take years to happen, it is already starting to show. Telling stories and conversations are important, as this is what starts and perpetuates culture change. We are already noticing some inspiring visions of hope:

- Our conversations are changing;
- Compassionate behaviours are being used in some areas to ensure we focus on the right things;
- There is a greater willingness to talk about the difficult and challenging; and
- Teams are reaching out for help and support to address long-standing issues associated with behaviours and relationships.

Our latest staff experience capture from our Discovery Report provides a starting block to focus upon. We will be collating all available data for each service (as set out above) in order to ensure a focused approach to co-creating our People Culture Plans with our staff, leaders and staff-side, which will inform our actions moving forward.

We recognise that our challenges on this journey will be positive engagement with all of our staff, our ability to reach out to all staff to inform and co-create. We also cannot underestimate



the impact of our capacity to give this time, given the wide reaching service priorities. However, we are committed to ensuring a shift is recognised and our leaders are supported to make this a priority. Looking after our people will enable them to look after our patients. We will do this by engaging and co-creating our approach with them.

**Argymhelliad / Recommendation**

The People, Organisational Development & Culture Committee is requested to note the report for information and gain assurance from the steps being made to progress our culture change journey.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
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: 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. Living and working well.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Ongoing staff experience and thematic analysis
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



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

## Attachment 1

### Updated Action Plan Your Well Being Matters Survey August 2021

<b>Recommendation 1: The Health Board (<i>Hywel Dda University Health Board</i>) acknowledges the impact of work on wellbeing by positioning the enhancement of wellbeing as a fundamental corporate objective.</b>			
<b>Actions in Progress</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Action Taken by August 2021</b>
<ul style="list-style-type: none"> <li>The three strategic planning objectives recognise this as fundamental to organisation success</li> <li>Specific planning objective within workforce and organisational development (OD) developed to prioritise this agenda, as has been the case during the COVID-19 pandemic</li> <li>Top level sponsorship of this agenda by the Board and those at Committee level</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive Officer (CEO)</li> <li>Director of Workforce &amp; OD</li> <li>Chair/CEO</li> <li>People, Planning &amp; Performance Assurance Committee (PPPAC)/People, Organisational Development &amp; Culture Committee (PODCC) Chair</li> </ul>	<ul style="list-style-type: none"> <li>Within 3 years</li> <li>In progress and further enhancements planned for next 12 months</li> <li>Ongoing since COVID-19 outbreak</li> <li>Regular reports on Staff Psychological Wellbeing considered at Committee Level</li> </ul>	<ol style="list-style-type: none"> <li>Three planning objectives relating to people form an integral part of the Improving Together Framework due to be launched in September 2021 and also the new measures to be reported to Board</li> <li>Wellbeing planning forms an integral part of planning objective 1H</li> <li>Chair/CEO continue to provide top level sponsorship of this agenda as evidenced by the establishment of the Rest &amp; Recovery Group and the commissioning of the Staff Discovery Report, post pandemic</li> <li>Progress on wellbeing initiatives to be regularly updated as part of the PODCC Committee</li> </ol>
<b>Recommendation 2: A tailored approach to staff wellbeing that is inclusive and employee-led should be adopted. This focused approach should</b>			

**implement key initiatives adapted for specific workforce challenges and demographics to create a stable and sustainable workforce that is responsive to service change. A strategic and operational appreciation of localised factors needs to be considered to restore and replenish the physical and psychological wellbeing of nursing staff.**

Actions in Progress	Lead	Timeframe	Action Taken by August 2021
<ul style="list-style-type: none"> <li>• Staff wellbeing considered regularly at the Staff Partnership Forum meetings during the COVID-19 pandemic</li> <li>• Monthly award for staff and teams presented by the Chair</li> <li>• Cross referencing data from this study with staff survey results</li> <li>• Staff health and wellbeing forms the basis of the Stage 3 Charities Bid for £242k</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Workforce &amp; OD/Staff Side Chair</li> <li>• Chair</li> <li>• Senior OD Manager</li> <li>• Assistant Director of OD</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Monthly</li> <li>• February 2021</li> <li>• January 2021</li> </ul>	<ol style="list-style-type: none"> <li>(1) Regular dialogue with Staff Side Chairs on issues affecting wellbeing and health working relationships including bi-monthly Partnership forum Health Board wide, County Partnership forum and weekly Workforce &amp; OD Director/Staff Side Chair session</li> <li>(2) Monthly awards for employee and team continue to be sponsored and presented by the Chair</li> <li>(3) Data from this study forms part of the intelligence landscape, with staff surveys to influence the focus of local development plans</li> <li>(4) All six fund submissions affect wellbeing and recovery issues e.g. Health and Wellbeing Champions network; Life Long learning fund; Ecotherapy programmes; Green Gym provision; Bereavement Training &amp; Counselling support; Arts &amp; Humanities fund</li> </ol>

**Recommendation 3: Equip managers at all levels to make employee wellbeing 'routine business' for all, by embedding the promotion of workplace wellbeing as a core competency for managers ensuring comprehensive training reaches all managers and supports the values of the Health Board**

Actions in Progress	Lead	Timeframe	Action Taken by August 2021
<ul style="list-style-type: none"> <li>Wellbeing sessions, and resilience learning included in Managers Passport Framework; STAR Nurse Leadership Programme contents</li> <li>Wellbeing forms part of ongoing regular performance conversations which include annual performance and development review (PADR)</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director of OD</li> <li>Senior OD Manager</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<p>(1) STAR Nurse Programme cohort 1 completed; cohort 2 underway and both referenced health &amp; wellbeing. Wellbeing at work seminars made widely available via global</p> <p>(2) This key message continues to thread through PADR training for appraisers and appraisees</p>
<p><b>Recommendation 4: Recognition of employee wellbeing as a critical component to being a responsible organisation and further promotes values and behaviours that foster wellbeing, enable an inclusive culture by embedding wellbeing into management accountability and operational policies and tools and report on wellbeing performance in external communications such as annual reports</b></p>			
Actions in Progress	Lead	Timeframe	Action Taken by August 2021
<ul style="list-style-type: none"> <li>Regular reporting on wellbeing activities being provided and monitored by Welsh Government (WG)</li> <li>CEO/Chair messaging to staff on the importance of wellbeing</li> <li>Wellbeing resources available via intranet page and global messaging</li> <li>Retain Corporate Health Standard and utilise measures within the process for continued organisational</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Director of Workforce &amp; OD</li> <li>Chair/CEO</li> <li>Head of Staff Psychological Wellbeing</li> <li>OD team</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Weekly</li> <li>Ongoing</li> </ul>	<p>(1) Progress on wellbeing initiatives included in 6 monthly visits from Workforce &amp; OD team at WG and the Joint Executive Team meetings</p> <p>(2) Messages to staff continue, latest included a 'keynote' message in staff wellbeing resource booklet</p> <p>(3) Intranet pages continually available and regularly updated. Resource booklet posted to home address of each staff member doing during May / June 2021</p> <p>(4) Both Gold and Platinum Corporate Health status standards have been retained since January 2021</p>

benchmarking and progression on wellbeing			
<b>Recommendation 5: We recommend that the Health Board explore ways of supporting and encouraging local networks, particularly through partnership forums and regional networks, to develop integrated approaches to improving workplace wellbeing and environment. Engaging in partnerships with other stakeholders and similar organisations will provide opportunities to learn from the evidence of best practice elsewhere</b>			
<b>Actions in Progress</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Action Taken by August 2021</b>
<ul style="list-style-type: none"> <li>• Links with Public Services Boards (PSBs) around resilience and wellbeing in existence</li> <li>• Links with Health Education &amp; Improvement Wales (HEIW); and national bodies are in place</li> <li>• Attendance at All Wales Health and Wellbeing network</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Public Health and Partnerships</li> <li>• Head of Staff Psychological Wellbeing</li> <li>• OD/ psychological wellbeing teams</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>(1) Links with PSBs are well established and Public Board request received to consider the Staff Discovery report when published</li> <li>(2) In place</li> <li>(3) In place and regularly attended</li> </ul>
<b>Recommendation 6: We propose that online platforms with a wide reach are developed that link up with NHS approved health and wellbeing support services to provide mental health support and advice which can be accessed confidentially by those working through various social media channels and personal technology</b>			
<b>Actions in Progress</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Action Taken by August 2021</b>
<ul style="list-style-type: none"> <li>• In-house intranet COVID-19 Mental Health and Wellbeing page offers a wide range of tools and resources; links to organisations, etc. for staff to enable their own wellbeing</li> <li>• Staff Psychological Wellbeing Service with rapid response times available in house, supported by a Care First Employee assistance programme providing 24/7 access</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Staff Psychological Wellbeing</li> <li>• Head of Staff Psychological Wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• In existence since March 2020, updated January 2021</li> <li>• In existence since March 2020</li> </ul>	<ul style="list-style-type: none"> <li>(1) In existence and regularly updated with new and refreshed materials</li> <li>(2) In House service continues to be supplemented by the Care First 24/7 offer. Service now extended to cover Primary Care, since April 2021 and contract renewal</li> </ul>

<ul style="list-style-type: none"> <li>Reviewing possibility of speak up platform to support raising concerns</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director of OD/Senior OD Manager</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	(3) Technological platforms are being sourced and an option appraisal paper is under development for October 2021
<p><b>Recommendation 7: The Health Board drives further change by developing wellbeing champions and leaders from across the organisation to maintain momentum and build upon the current activities and this report. For example, the Health Board continues to develop and sustain mechanisms to support the positive voice climate identified within the organisation. We would therefore recommend a bundled approach with a range of voice mechanisms on offer rather than a reliance on one or two mechanisms or channels. Certainly, given the complex nature of health care organisations, a variety of different approaches to providing employees with opportunities for direct voice are likely to be needed</b></p>			
<b>Actions in Progress</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Action Taken by August 2021</b>
<ul style="list-style-type: none"> <li>Plans being delivered to develop Health and Wellbeing Champions across the Health Board</li> <li>New roles being introduced (OD Relationship Managers) to enable more local and sensitive listening to diverse views and voices to take place</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director of OD</li> <li>Assistant Director of OD</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> <li>April 2021</li> </ul>	<p>(1) Health and Wellbeing Champions network is open to recruitment, 51 applications to date, with the first wave of training commencing in August 2021. Aim is to recruit up to 250 champions over the next 12 -18 months</p> <p>(2) Five OD Relationship Managers appointed to date and commencing in September/October 2021. Two Assistant OD Relationship Managers have currently been selected and undergoing employment checks. An OD Relationship Manager to support Ceredigion has been advertised and an assessment centre process planned for 24<sup>th</sup> August 2021</p>
<p><b>Recommendation 8: To develop performance measurement strategies to assess, evaluate and promote the health boards response to and management of staff wellbeing and the workplace environment</b></p>			
<b>Actions in Progress</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Action Taken by August 2021</b>
<ul style="list-style-type: none"> <li>A Framework to enable Improving Together is being developed and wellbeing and workforce cultural measures will be incorporated</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<p>(1) Improving Together framework is designed and due to be launched in September 2021, incorporating wellbeing and workforce cultural measures</p>

**Recommendation 9: Targeted interventions are needed to address key issues of work intensification, bureaucracy and burnout. These interventions should focus on addressing workloads, scope of practice and retention of nursing staff. Strategies are also required to ensure nursing staff are able to continue to cope with, and tolerate, working environments in which they feel respected, valued and supported to deliver high quality healthcare.**

Actions in Progress	Lead	Timeframe	Action Taken by August 2021
<ul style="list-style-type: none"> <li>A working group to explore these issues in more depth is being established</li> </ul>	<ul style="list-style-type: none"> <li>Director of Nursing, Quality &amp; Patient Experience</li> </ul>	<ul style="list-style-type: none"> <li>May 2021</li> </ul>	<p>The full report of your Well Being Matters has been discussed at the Senior Nurse Manager Team in May 2021. The Director of Nursing, Quality &amp; Patient Experience is taking this workstream through the Nursing Workforce Management Group.</p>

DRAFT