



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 May 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic Enabling Group (SEG) Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Catherine Evans, Head of Strategic Performance Improvement

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This is an update in relation to the activities of the Strategic Enabling Group (SEG) for information purposes.

Cefndir / Background

The Strategic Enabling Group has been developed to:

- Identify opportunities to build organisational capabilities to enhance our planning objectives
- Systemise capabilities in areas such as:
 - Quality management
 - Performance Management and Improvement
 - Leadership and team effectiveness
 - Staff development, health and wellbeing
 - Digital
 - Value measurement
 - Foundational economy opportunities
 - Customer service and patient experience
 - Deploying resources sustainably

Research based approach, managed through round table discussion

- The aim is to utilise the knowledge and experience of SEG members to think about how we accelerate delivery of our planning objectives, extend the scope of work, support delivery and receive external / independent views.

The responsibility for workstreams is as follows:

VBH&C and Pathway Redesign: Philip Kloer, supported by Huw Thomas

Social Value and Carbon Measurement: Huw Thomas, supported by Catherine Evans

Digital and Intelligence: Huw Thomas, supported by Anthony Tracey

Improving Together: Huw Thomas and Mandy Rayani, supported by Catherine Evans and Mandy Davies

Decarbonisation: Lee Davies, supported by Paul Williams

Customer Service and Patient Experience: Mandy Rayani, supported by Mandy Davies
Leadership and OD: Lisa Gostling, supported by Christine Davies.

Asesiad / Assessment

Workforce

At the Group's latest meeting, members were provided with a briefing around workforce and changes being made to support staff in the workplace, this refreshed thinking is in line with the book 'HR Disrupted' by Lucy Adams. The basis of this book is treating employees as adults capable of making their own decisions, such as when to leave due to adverse weather and also to have honest conversations with individuals about issues which arise. It was highlighted that currently many HR teams are creating processes and policies for the 1% instead of trusting employees to make the right decision.

Insight was provided as to changes which are taking place due to the implementation of this mind-set, including weekly meetings with Trade Union colleagues, where staff concerns are discussed and (where appropriate) responded to in a timely way. An example is – a worker unable to seek healthcare help and support in the pandemic 'drifted' into notice of termination of employment due to sickness. The outcome of the new approach was that the employee was deployed into another role with support and training to enable the Health Board to retain the employee; an arrangement which was successful, with the employee now very happy in a new role. This arrangement, however, was not contemplated until it reached 'last option'. Flexibility around time given to work during COVID-19 was mentioned, with parents facing unprecedented demands of home schooling without being able to use support networks of grandparents due to shielding.

This has led to the 2021/22 Planning objectives focusing on a number of areas which support employees through their many life stages whilst employed within the Health Board; these include: a new induction process providing employees with what they need (uniform, badge, etc) before they start a role, to enable them to start on a positive note, reviewing the recruitment process, particularly linked with Trac and its lack of accessibility.

Several local policies need to be updated to reflect more simplified processes and, in some instances, changed to become frameworks for managers to work within, rather than having a process flow. This should enable effective support for employees of all ages and enable managers to work in a more compassionate way by being able to support staff.

What next for workforce within the planned changes:

- Via the OD relationship managers, the first people and culture plans to be developed and implemented;
- Updating policies and introducing new frameworks and then supporting line managers and Trade Union representatives in using those, recognising that standardisation and consistent treatment may not be the outcome, as support will depend on circumstances and need;
- The team will also continue to roll out initiatives such as Ecotherapy to support staff experiencing or at risk of burnout and attendance at the Making a Difference programme.

Value Based Health Care (VBHC)

The Strategic Adviser for Value has supported the Director of Finance with developing approaches to embed VBHC principles within the Health Board, with the provision of the following:

1. 8 hours of technical advisory support on VBHC for the Director of Finance;
2. 14 hours of technical advisory support on VBHC for senior finance, digital and performance staff;

3. 7 hours to scope the development of our value based industry collaboration approach;
4. 3 hours developing a further enhancement to the Health Board's VBHC training provision.

The time provided will support the Director of Finance and organisation with VBHC. The contract is kept under close scrutiny to ensure that the Health Board is benefitting from the ongoing relationship.

Argymhelliad / Recommendation

The Board is asked to receive for information the Strategic Enabling Group Update report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable.
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	None.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	None specifically, but the outcomes framework is all-embracing.
Ansawdd / Gofal Claf: Quality / Patient Care:	None specifically, but the outcomes framework is all-embracing.
Gweithlu: Workforce:	None specifically, but the outcomes framework is all-embracing.
Risg: Risk:	None specifically, but the outcomes framework is all-embracing.
Cyfreithiol: Legal:	None specifically, but the outcomes framework is all-embracing.
Enw Da: Reputational:	None specifically, but the outcomes framework is all-embracing.
Gyfrinachedd: Privacy:	None.
Cydraddoldeb: Equality:	Has EqIA screening been undertaken? No, for information only Has a full EqIA been undertaken? No, for information only