

GOVERNANCE LEADERSHIP AND ACCOUNTABILITY STANDARD

As part of the Governance Statement, the Health Board is required to provide a summary of the steps it has taken to demonstrate that it operates in accordance with this governance standard and the wider standards framework.

Effective governance, leadership and accountability in keeping with the size and complexity of the health service is essential for the sustainable delivery of safe, effective person centred care.

Criteria 1: There are some excellent examples of how the Health Board demonstrates effective leadership by setting direction, igniting passion, pace and drive and developing people.

- In November 2018, the Board approved its *Health and Care Strategy – A Healthier Mid and West Wales: Our future generations living well*, which was developed based on the 11 clinical recommendations that emerged from the University Health Board's (UHB) public consultation 'Our Big NHS Change'. The strategy describes the UHB's:
 - 20 year vision for the population health outcome for current and future generations; and
 - 10 year health and care strategy.
- Internal Audit undertook a review in February 2021 to establish if the Health Board has adequate procedures in place to monitor the effective utilisation of the standards to improve clinical quality and patient experience. This resulted in a 'substantial' assurance rating with the report concluding that further positive progress has been made since the previous review in 2019/20 and noted the maturity of the embedded Health and Care Standards within the organisation's governance framework has resulted in information for each standard being reported through to the Board and fully adopted into day-to-day practices.

In March 2021, the Board approved its Draft Annual Recovery Plan 2021/22 which set out to the organisation and WG the priorities for 2021/22. The full plan was subsequently submitted to June 2021 Board for final approval and subsequently submitted to WG. The strategic objectives and planning objectives, approved by Board in September 2020, formed the foundations of the plan with the focus, first and foremost, on how the Health Board continues to address, and recover from the COVID-19 pandemic; how it will support staff to recover after the challenges of the past year; and how it will lay the foundations to recover its system/services and support communities to thrive.

- The Board undertakes an annual review of its effectiveness and this has been reported through the Audit and Risk Assurance Committee and Public Board during the pandemic. The Board currently assesses itself as '*Level 4 - The Health Board has well developed plans and processes and can demonstrate sustainable improvement throughout the service*', with a plan in place to address areas of improvement.
- From the outset of the pandemic, the Chief Executive established the Command and Control structure which supported agile decision-making in the face of the

pandemic, with all Gold decisions ratified by Board, and Silver Tactical decisions reported to Assurance Committees. Whilst Gold set the direction and objectives, it was the role of Silver to develop and implement the tactical plan, empowering operational managers to develop and deliver solutions to the challenges of responding to the pandemic. Bronze groups implemented the plans. A number of cells were also established such PPE, social distancing, modelling, public health. Whilst the Board agreed to stand down the Command and Control structure from May 2021, it was re-established at specific points during 2021/22 to manage further waves of the pandemic. Its function and discipline, particularly in terms of its agile working, was retained as part of the underpinning arrangements for the new operational governance structure.

- The Health Board's interactive Scheme of Delegation remained in place during 2020/21, with both third and fourth deputy arrangements were put in place in the event that the Chair and Vice Chair were unavailable. Similar arrangements were adopted for the CEO. Normal business continuity arrangements were applied for the rest of the Executive team with the second level deputies utilised where absences occurred.
- Following Board ratification of Health Board's 6 strategic objective and the underpinning planning objectives in September 2020, Executive Directors and their teams developed detailed delivery plans for each of the planning objectives. The Planning Team continues to engage with operational teams about their detailed plans, as part of the Health Board's approach towards planning, where the development and implementation of planning objectives is a continuous process, informing the Health Board's planning cycle. Each of the planning objectives has been aligned to a Board Committee and progress on delivery of the planning objectives has been a standing agenda item on agendas.
- Since September 2021, the Board has received a refreshed Board Assurance Framework which provides the Board with a visual representation of the Health Board's progress against each strategic objective by showing: the current delivery against each planning objective aligned to the strategic objective; the current performance in respect of the agreed outcome measures for the strategic objective; the current principal risks identified which may affect achievement of the strategic objective; and the assurances in place to evidence the effectiveness of the management of principal risks which threaten the successful achievement of its objectives.
- The Health Board's has principal and corporate risks which tend to be identified, assessed and approved in a top down approach by Executive Directors, with operational risks identified and assessed by services and directorates. Principal risks are reported to the Board, corporate risks are reported to the Board and Committees, and directorate level risks over tolerance reported through the Board's Committees.
- In line with its Standing Orders, the Board has a formal Committee structure in place which undertakes specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board approved its revised governance arrangements and the Terms of Reference for

the Board's Assurance Committees in July 2021. Each Committee has a workplan setting out its annual business.

- The Audit and Risk Assurance Committee received an update on the Health Board's Clinical Audit Function, Programmes and plans for 2021/22 on October 2021. Due to the response to the COVID-19 pandemic, clinical teams have been less able to engage in audit activity. While many audit projects are being maintained, and new audits are underway, certain projects and audit reporting requirements have presented challenges. Welsh Government has recognised this and has accepted delays in reporting and audit outcomes, both from the national audit providers and from Health Boards. The Clinical Audit Department has resumed its programme of Whole Hospital Audit Meetings (WHAM) for 2021 to ensure learning is shared.
- The Health Board strives to be an employer of choice and the health and well-being of its staff is paramount. Hywel Dda has a Values and Behaviours Framework in place. The Values Framework underpins leadership and effective management at all levels and a suite of leadership and management development programmes have been developed to support the delivery of a values based, compassionate leadership culture. The programmes aim to develop leaders who engage staff and encourage innovation, and support the ongoing development of skilled effective leaders and managers who drive continual improvement through engagement. One of the Health Board's planning objectives (1G) in 2021/22 was to establish OD Relationship Managers to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams. Culture, leadership and wellbeing have been at the forefront of the Board and Committees agenda recognising the significant importance of these areas.
- The Health Board's Standing Orders supported by the Standards of Behaviour Policy aims to ensure that arrangements are in place to support the workforce to act in a manner that upholds the code of conduct for the NHS. Part of this process is obtaining declarations in respect of Gifts, Hospitality, Honoraria, and Sponsorship etc. The Register and Declaration of Interests is the method by which the Board safeguards against conflict or potential conflict of interest where private interests and public duties of members of staff do not concur. The Board must be impartial and honest in the conduct of its business. An annual report is received by the Audit and Risk Assurance Committee in respect of declarations.
- As part of the revised governance arrangements approved by the Board in July 2021, a new People, Organisational Development and Culture Committee, was established to receive an assurance on all relevant Planning Objectives falling in the main under Strategic Objective 1 (Putting people at the heart of everything we do), 2 (Working together to be the best we can be) and 3 (Striving to deliver and develop excellent services) as set out in Health Board's Annual Plan. this Committee has a focus on education and development of staff, recruitment, retention and talent management, becoming an employer of choice, performance and quality management systems, business intelligence capabilities and

improvement training, patient experience, engagement and empowerment, HR policies, diversity and inclusion, carers support, regulatory and professional bodies compliance, arrangements to support on-going transformation and board assurance framework development, and research, development and innovation planning/delivery.

- Standing Orders, together with the adoption of a scheme of matters reserved to the Board; a Scheme of Delegation to officers and others; and Standing Financial Instructions, provide the regulatory framework for the business conduct of the Health Board and define - its 'ways of working'. These documents, together with the range of corporate policies set by the Board make up the Governance Framework. All corporate and employment policies are available on the Health Board's website.
- The organisational compliance rate for Performance Appraisal Development Review (PADR) is reported within the Integrated Performance Assurance Report. This measure provides assurance that all employees are having one performance conversation within 12 months as a minimum standard.
- The development of an Ethics Panel provided ethics input into Health Board policy and guidelines, supports health professionals with ethical issues arising within patient care and facilitates ethics education for health professionals and other Health Board staff. Due to the importance of the panel it has been agreed to retain this within the Board's governance structure moving forward.
- On behalf of the Board, the Chair has been visible and accessible to staff throughout the pandemic, and has led on staff support and wellbeing through the sponsoring of a multi-disciplinary group from the outset, which has created a flexible range of resources for staff wellbeing. The support for staff wellbeing provided by the Health Board is seen as an exemplar; an Audit Wales seminar shared this work across Wales.
- The Transformation Steering Group engagement events around "Joy at Work" reinforced the acceleration of certain aspects of the Health Board's ten year Workforce, Organisation Development and Education Strategy, including (1) creating a culture which treats employees as adults, consumers and human beings and moves away from a parent/child relationship; (2) supporting the health and wellbeing of all staff by treating employees as whole people with other 'life' responsibilities and events; and (3) creating an agile workforce optimising technology and working practices.
- Despite the suspension of the bespoke Executive Development Programme, the Executive Team has continued to develop and build stronger working relationships through working together to respond to the pandemic.
- From the Autumn of 2021, a new phase of development of the Board has begun with members coming together periodically to participate and to get to know each other at a deeper level given the recent addition of new members to the Board. The Board has already received sessions by Professor Michael West on Compassionate and Collective Leadership, and Associate Professor Stacy

Johnson on Reverse Mentorship Cultural Learning. Further sessions are planned on Behaviours, Systems and Governance with Baroness Rennie Fritchie, and on Incivility; Reflections and Next Steps with Dr Chris Turner.

- The Board as a whole has regular professional updates on key issues as part of its ongoing bi-monthly seminar series. In addition, both the Executives and Independent Members participate in Development Programmes, with the Executives focusing on enhancing relationship building, trust and team dynamics to create space for strategic through reflection on complex organisational changes, facilitated by the Assistant Director of Organisational Development.
- The internal coaching network grew during 2021/22, supporting and underpinning Hywel Dda's Leadership Development, Succession Planning & Talent Management provision. The network's vision is to have 100 internal qualified coaches and numbers steadily increased in 2021/22, with further cohorts planned in 2022. Coaching provided by our external and internal coaches exceeded 230 sessions, which shows the organisational demand for this support.
- The STAR Programme was created for Senior Sisters, as leaders who play a pivotal role in upholding standards of care and compassion, quality and performance of service delivery and stewardship of resources. The programme was designed around 4 modules of leadership development with full support through action learning and coaching. Two cohorts completed the programme in 2021/22. The programme had a fantastic following with participants really feeling part of a leadership community.
- A new Consultant Development Programme was launched in November 2021, with 16 new consultants from varying sites and specialities across the Health Board. The programme was created in collaboration with the senior medical body in response to the medical recruitment and retention challenges. This 7-day New Consultant Development Programme is delivered over a 12-month period, exploring a range of topics including Strategy, Culture, Performance, Wellbeing, Research and Innovation, Education, CPD and more. Participation in this programme will enable new consultants to learn more about the Health Board as an organisation, while simultaneously establishing themselves as a consultant. Feedback was extremely positive.
- The Board welcomed 3 new Independent Members for finance, local authority and third sector to the Board at the start of 2021/22. This has ensured that the Health Board maintains stability and has enabled the Health Board to inject fresh thinking going forward, which will be particularly important as we progress our strategy.

Criteria 2: There are some excellent examples of how the Board sets strategy with a focus on outcomes, and choices based on evidence and people insight. The approach is through collaboration building on common purpose.

- The UHB's health and care strategy was approved by board in November 2018. It set out for the first time a strategic vision for services that are safe, sustainable, accessible and kind for current and future generations across Hywel Dda. The strategy is based on the implementation of an integrated social model of health. It signals a shift from our current focus on hospital-based care and treatment, toward a focus on prevention and building the resilience of people and communities, as described above, and establishes a parity of esteem between physical health, mental health and learning disabilities across the age span.
- The aim of the Annual Recovery Plan 2020/21 was to set out how the Health Board would recover from the pandemic. This focussed on supporting staff to recover and laying down the foundations to recover services and support communities. The Plan responds to the 5 ministerial priorities, within the context of both COVID-19 and non-COVID-19:
 - Reducing health inequalities;
 - Prevention;
 - Timely access to care;
 - Primary and community care;
 - Mental health and well-being.
- The Health Board Value Based Healthcare Programme (VBHC) has been set up to help transform pathways by understanding the outcomes that matter to our patients and to align our resources to deliver better outcomes. This work builds upon the principles of Prudent Healthcare and will routinely engage with patients to capture the outcomes that that matter to them and to use this information to guide how our resources are used. It is this patient focused and data driven approach that forms the fundamental premise of Value Based Healthcare. The Health Board's approach to VBHC goes further than some other organisations by ensuring that there is a strong research and education foundation for the programme, operating alongside the work that many organisations do around using patient outcomes to inform pathway improvements. The approach also looks to lever the benefits associated with being a population health organisation, seeing to lever the wider societal, including economic, benefits associated with VBHC. This approach is paying dividends. Progress has been recognised by the Welsh Government, which has recently made a further significant investment in the programme, which will enable a rapid acceleration and ensure the principles of VBHC underpin every aspect of the Healthier Mid and West Wales strategic plan.
- In January 2022, the Board approved Programme Business Case (PBC) in support of the implementation of the Health Board's Health & Care Strategy, 'A Healthier Mid and West Wales: Our future generations living well'.
- The West Wales Regional Partnership Board (RPB) has continued to drive the integration of health and social services to plan and ensure the delivery of integrated, innovative services to best meet the needs of people with needs for care and support. The Integrated Executive Group (IEG) sits under the RPB and has monitored the delivery of following key programmes:

- ✓ The Healthier West Wales programme – funded through the Welsh Government’s Transformation Fund and comprising three ambitious programmes aimed at helping people to stay active, well and independent within their communities whilst providing targeted support where necessary. Transitional funding of £6m has been awarded to support these programmes in 2021/22, building on nearly £12m investment over the past two years. West Wales Care Partnership was awarded £774,000 as part of this fund for the financial year ending 31st March 2022.
- ✓ The Transformation Fund (TF) also supports the West Wales Research, Innovation and Improvement Coordination Hub (RIICH), hosted by the UHB and charged with working across all partner agencies to (1) promote the use of research, knowledge and information to understand what works; (2) support shared learning; (3) and use innovation and improvement to develop and evaluate better tools and ways of working.
- ✓ The Integrated Care Fund (ICF) – bringing £12m revenue and £5m Capital transitional funding to the region in 2021/22 and supporting a wide range of programmes which bring services together, support independence and aim to significantly reduce the need for long term care. ICF investment spans all population groups, with focused allocations for older people, people with dementia, children and families, learning disabilities, unpaid carers and autism.

Welsh Government have confirmed that the Health and Social Care Regional Integration Fund (the RIF) will replace and build upon the progress made under the previous ICF and TF. The RIF totals £18.5m and is a 5 year fund to deliver a programme of change from April 2022 to March 2027 and will seek to create sustainable system change through the integration of health and social care services.

- Strong partnership working with its Public Services Boards has continued through the pandemic.
- The publication of a PSB Well-being Assessment and RPB Population Needs Assessment are requirements of the Well-being of Future Generations (Wales) Act 2015, and Social Services and Well-being (Wales) Act 2014, respectively. The three PSBs and the RPB have worked collaboratively on the Well-being Assessment and Population Assessments, using a Regional Engagement and Consultation Framework to provide a standardised approach to conducting the engagement and consultation activity. An Executive Summary of the Population Assessment which is nearing completion was presented to the Strategic Development and Operational Delivery Committee on 24th February 2022. This presented an overview of the key findings for defined population groups, namely: Learning Disability; Sensory Impairment; Older People; Unpaid Carers; Disability; Mental Health; Dementia; and Children and Young People. A final version of the full population needs assessment was presented to Board for approval on 31st March 2022.
- The Health Board has maintained strong partnership working with its neighbouring health boards throughout the pandemic with Swansea Bay

University Health Board, and its leadership of the Mid Wales Health and Care Committee with Powys Teaching and Betsi Cadwaladr University Health Boards.

- The Health Board has approved a clinical strategy for Bronglais General Hospital (BGH): Delivering Excellent Rural Acute Care in November 2019 which sets out a vision for future services at BGH, as part of the whole system plan for health and care in Ceredigion and surrounding areas. The development of this strategy was clinically led as part of Hywel Dda's strategic development programme and addresses the challenges of providing high quality care to remote urban and rural populations.
- During the pandemic, the Health Board has met with the three local authority leaders and their CEOs to work together to ensure our population was kept as safe as possible. It allowed the community to respond to the pandemic together, resolving challenges, planning and sharing intelligence.
- From a quality and safety perspective, detailed discussions on COVID-19 and winter planning took place in December 2021 at the Quality, Safety and Experience Committee. The West Wales Regional Partnership Board (RPB) received funding of £1.253m to assist in the delivery of this winter plan at a regional level. The Board received assurance on development of the Regional Plan for Winter 2021/22, at the Board on 25th November 2021.
- The Strategic Discovery Report, brought together our learning and innovation across the local health and care system to ensure that we apply the initial learning from our pandemic response to the delivery of our health and care strategy. This was done by
 - ✓ “Looking Back” at the history of previous pandemic responses and presenting some of the findings from our research about previous pandemics
 - ✓ “Looking Out” at global learning and research, and the Welsh context; and taking a deep dive of recognised thought leaders in the field of health and care, and related policy areas.
 - ✓ “Looking in” at our system responses, changes and learning as a Health and Care partnership, which has included findings from our Health Board engagement with around 100 clinical, operational and corporate leaders across the organisation. The purpose of this engagement was to discover more about the changes to Health Board services due to COVID-19, and their impact and triangulate the findings with relevant performance data, detailed information about service changes, and wider learning about COVID-19 in order to inform the outputs of this report.
- The Health Board's Annual Recovery Plan 2021/22 was driven by its six strategic objectives and the underpinning planning objectives. It also included a number of regional plans. For example, one priority area is our regional approach to cataract surgery. Both Health Boards have historically had significant gaps in capacity and demand for cataract surgery, previously managed through high levels of outsourcing to private sector organisations.
- During 2021/22, the Health Board developed a refreshed Board Assurance Framework which provides a visual representation of the current delivery against

each planning objective aligned to the strategic objective; and the current performance in respect of the agreed outcome measures for the strategic objective.

- The Health Board's collaborative model and approach, as outlined in the Annual Plan 2021/22, is informed by A Healthier Wales, A Healthier Mid and West Wales, the Primary Care Model for Wales, the Regional Partnership Board and its West Wales Area Plan, the three Public Service Board's Wellbeing objectives and the priorities articulated by the 7 Primary and Community Cluster Plans.
- Improved communications across the HB including the CEO and Chair holding ~~virtual staff meetings~~, fortnightly meetings with independent members, weekly catch-up local politicians/MS/MP on operational and strategic planning.

Criteria 3: There are some excellent examples of how the Board is innovative and improves delivery, plan resources and prioritises, develops clear roles, responsibilities and delivery models and manages performance and value for money.

- Subsequent to phase one of the COVID-19 pandemic, the Health Board) commissioned a Discovery report into the changes and innovations that had been made in response to the pandemic to enable us to respond to our patient and public needs. Rich evidence of service changes and innovations emerged with extensive changes undertaken across many areas, including working practices, workforce agility, and use of technology. This was important learning in order to support the recovery of services across HDdUHB, to build upon what worked well, and to work towards a 'new normal'. A further discovery report was commissioned by the Chair and Chief Executive to capture the experiences of staff working during the pandemic to inform the Health Board of what is important to staff, how they think we should approach their rest, recovery and recuperation and the 'thank you offering'.
- In 2021/22, the Health Board launched a monthly staff survey. Every month, this survey is sent to 1000 staff to complete to gain a greater understanding of the experiences of working in Hywel Dda and how the organisational culture is developing.
- The Health and Care Strategy was developed as a result of the comprehensive clinically-led engagement and consultation which concluded in 2018. In the consultation, alternative proposals were presented to the public and, following analysis and consideration of the consultation feedback with some amendments, formed the basis for the strategy and particularly the infrastructure requirements to support the full implementation of the strategy.
- In November 2021, the Board approved the Programme Business Case in support of the implementation of the UHB Health & Care Strategy, 'A Healthier Mid and West Wales (AHMWW): Our future generations living well', for submission to the Welsh Government. An enabling governance structure is in place to support the AHMWW Programme, with workstreams covering land,

Finance and Workforce, Digital, Transport, Communications and Engagement and Clinical/Non-clinical modelling.

- During the pandemic, the Health Board developed a robust Local Testing Delivery Plan, a mass vaccination programme Delivery Plan in accordance with the latest Welsh Government requirements, and maintained an efficient and sustainable plan to predict, source, organise and distribute PPE to health and care services (including domiciliary care, care homes and residential homes).
- A Command Centre was established to manage all COVID related enquiries, coordinate COVID related policy and guidance from national bodies, regulators and advisors, manage local access to antigen and antibody testing, and roll out a process to maintain personalised contact with all patients currently waiting for elective care (single point of contact). This model is being further developed as part of planning objective 1B to provide a single telephone and point of contact – the 'Hywel Dda Health Hub'.
- In Structured Assessment 2021: Phase 1 Operational Planning Arrangements, Audit Wales found that 'the Health Board's arrangements for developing operational plans are generally effective although it does not have the processes necessary to monitor and review progress in delivering its priorities'. An action plan was developed to address areas of improvement and progress is overseen by the Audit and Risk Assurance Committee.
- The Health Board set and achieved an ambitious plan for 2021/22 to deliver a reduced forecast deficit of £25 million, after savings of £16.1m. In Structured Assessment 2021: Phase 2 Corporate Governance and Financial Management Arrangements, Audit Wales found that 'while the Health Board continues to face significant financial challenges, it has maintained appropriate financial controls and monitoring and reporting is robust. The Health Board is working hard to achieve financial recovery but is managing a number of risks and delivery is being hindered by operational capacity to develop recurring saving schemes'.
- A new opportunities framework had also been implemented which draws on efficiency data such as the Finance Delivery Unit efficiency framework to identify opportunities to make efficiency savings, as well as draw on good practice and opportunities to streamline the allocation of resources.
- The finance business partnering model has now become fully established within the Health Board with business partners allocated to all directorates, and through the accountability agreements, clear delegated budgetary responsibility remains in place.
- In 2019, Hywel Dda University Health Board's (HDdUHB) ten year Workforce, Organisation Development and Education Strategy was agreed and it was recognised that a rightsizing investment would be required to facilitate strategy implementation through the development of new roles within the function.
- During 2021/22, the Integrated Performance Assurance Report (IPAR) has been strengthened to improve our understanding and interpretation of the data by

incorporating the Making Data Count approach developed by NHS Improvement England. This approach is focused on the use of statistical process control (SPC) charts. The IPAR is reported to every Board, with the People, Organisational Development and Culture Committee, the Strategic Development and Operational Delivery Committee or the Sustainable Resources Committee receiving also receiving reports on performance measures aligned to their Committees.

- The 'Improving Together' framework aligns team vision to strategy and empowers teams to set key improvement measures aligned to their team vision. Visualisation of key data sets including improvement measures and regular team huddles helps drive decision-making. The approach embraces coaching discussions and supports staff to develop solutions, embedding the principles of continuous improvement. The framework will offer a common approach to how we can adapt, adopt and spread good practice in a systematic way. Improving Together will embrace and embed some of the positive lessons learnt through the pandemic. It brings a number of key planning objectives across directorates into one scalable framework for growing and co-ordinating improvement activities aligned to organisational goals. Outcome measures are now a part of our Board Assurance Framework and these will be reviewed regularly to ensure they align to our ambition and have key milestones identified. Work is currently being undertaken to develop Executive Performance Dashboards.
- The Health Board's Healthcare Apprenticeship Academy includes apprenticeship programmes in healthcare, corporate governance, digital services, patient experience, mechanical engineering, electrical engineering, plumbing and workforce development. This 'grow your own' workforce scheme is an innovative way of building our future workforce and creating jobs within our communities.
- The Health Board has an approved Research & Innovation Strategy 2021-2024.
- TriTech Institute is a Hywel Dda University Health Board innovation, established in September 2020. TriTech offer a unique support service to clinical, academic and commercial health tech developers to support technology adoption within the NHS.
- Additional positive impacts providing innovative digital solutions at pace include:
 - ✓ The Health Board purchased a system, which allowed the delivery of a scheduling tool that can maximise the response of the Community Services.
 - ✓ Electronic Nursing Documentation was delayed due to COVID pressures, but in March 2021, it will be introduced into South Pembrokeshire Hospital to provide a lesson learned approach before the wider release in a larger site.
 - ✓ The Digital Team has rolled out upwards of 4,000 pieces of digital equipment to Health Board staff. This rapid deployment of equipment has enabled staff to continue to provide services to patients.
 - ✓ From April 2021, District and School Nurses will be issued with suitable equipment to accelerate the adoption of the Welsh Community Care System (WCCIS).
 - ✓ The fast track implementation of Microsoft Office 365 has revolutionised new ways of working within the Health Board. It has allowed more people to work

from home and improved the way colleagues communicate. This includes a Digital Champions Network, where staff can be kept informed of new developments, communicate in an open way with the digital team, express concerns and have access to improved learning facilities. To date, we have engaged with over 300 digital champions.

Criteria 4: There are some excellent examples of how the Board fosters a culture of learning and self-awareness, and personal and professional integrity.

Learning and Self Awareness:

- The All Wales Raising a Concern (whistleblowing) policy outlines how the Health Board engages with staff and volunteers on how to raise a concern. The Health Board has also established a 'speaking up safely process' to enable staff to discuss any concerns they have in a confidential environment and be supported in doing so.
- The Charter for Improving Patient Experience, co-produced with patients and communities, clearly sets out what patients, families and cares can expect when receiving services from the Health Board. The Charter will inform the Health Board's patient experience programme, individual service plans for patient experience, and integration of patient experience feedback into service planning and improvement.
- Following the first wave of the pandemic the Health Board engaged with over 100 key leaders across clinical, operational, and corporate functions. The pandemic had forced many clinical services and corporate functions to work in radically different ways; we wanted to find out about these changes and innovations, and apply this learning to expediting our strategy, 'A Healthier Mid and West Wales'. We also wanted to understand how the lockdown and new ways of working (such as reduced car journeys, exercise and local sourcing) impact on our ability to deliver our wellbeing objectives, in line with the Well-being of Future Generations (Wales) Act 2015. Here is a summary of our learning.
 - ✓ **Technology enabled care:** Technology has been used to introduce virtual consultations with patients. Assessments and clinics have taken place through smartphones and patient platforms such as Attend Anywhere.
 - ✓ **Common vision and shared goals:** People told us how powerful it had been for teams and departments to work towards one clear goal: to prepare for and manage our response to the pandemic. Although in reality teams have many different objectives, we learnt that we needed a smaller number of clear goals for the organisation in future, to continue to mobilise change.
 - ✓ **Working digitally:** The introduction of Microsoft Teams had changed our ways of working. People told us that this enables remote working, with less paper and less travel. It facilitates collaboration, with people connecting across sectors, and jointly working on documents.
 - ✓ **Empowerment and autonomy to act:** People valued having the autonomy and freedom to make decisions within the framework of the command structure, and this led to efficient and effective decision making. The people that we interviewed told us that decisions about services were 'clinically led

and need-driven', and benefited from having a lighter touch governance structure in place, without the need to submit detailed reports and wait for decisions to be approved. Decisions were made quickly through having regular, short, focused meetings, and through an increased multi-disciplinary approach to decision making. They told us that 'local decisions were made by local teams', and that they felt empowered to 'get on and do'.

- ✓ **Workforce flexibility and 'can do' culture:** We heard many positive examples of staff flexibility and adaptability in response to the pandemic; of people's willingness to work outside traditional role boundaries, take on additional responsibilities, and support changes to services and rotas.
 - ✓ **Camaraderie:** This was the word used most to describe the working culture during the pandemic.
 - ✓ **Restructured services and pathways:** We heard countless examples of how services had been restructured in terms of where and how they are delivered to patients. Some examples involved a shift to delivering services in community settings, and changes to staff rotas. We also heard examples of how restructured pathways led to admission avoidance and early supported discharge from hospital and all hospitals divided into red and green zones.
 - ✓ **Integrated, collaborative partnership working:** Many pathways between primary, community (including local authority), and acute care have been streamlined. Staff have been working across traditional boundaries and sectors, breaking down silos. These examples of partnership and integrated working are relevant to our ambition to take a whole system approach to transforming health and care.
 - ✓ **The shift to virtual consultations and virtual outpatient services:** Out of necessity and to enable safe and sustainable outpatient services has come one of the most profound transformations to the way the Health Board provides treatment.
- The Health Board conducted an engagement exercise ('Building a healthier future after COVID-19') from 10th May to 21st June 2021, as an opportunity to check in with staff, patients and their families, and the wider public, to establish how their lives had been impacted by the global pandemic. This was to learn more about how the pandemic has affected people's health and care, and their access to it, as well as the implications of these experiences for our long term health and care strategy, 'A Healthier Mid and West Wales: Our Future Generations Living Well'.
 - In September 2021, the Board received the Discovery Report: Understanding the Staff Experience in Hywel Dda University Health Board During 2020-21 COVID-19 Pandemic. The report captured the experiences of staff across Hywel Dda to inform the Health Board's recovery plan and culture moving forward.
 - The People, OD and Culture Committee received the "Performance Appraisal Development Review (PADR): How do we Manage and Raise Performance in HDdUHB", providing Members with a deeper understanding of the performance management agenda within HDdUHB. The Committee supported the outlined direction of travel to enable the growth of an employee led performance management culture within HDdUHB, anticipating that this would have a positive impact upon the compliance rate moving forward.

- A Listening and Learning sub-committee was established at the start of the pandemic, which includes clinicians from across the Health Board and provides a forum to share and scrutinise learning from concerns, and to share innovation and good practice, promotes changes and innovations to service delivery and ensure best practices is shared. It is also responsible for triangulating data and identifying emerging themes/trends, identifying learning points and changes to practice evolving from investigation and review of concerns, and identifying areas to inform the quality improvement programme.
- A Patient Experience Report is also presented to each Board meeting. The intelligence within this report has grown and improved and gives real insight to the Board of family and service user experience, and the current position in relation to feedback, including complaints. Patient and service user feedback is received into the Health Board through a variety of routes: Friend and Family Test; compliments (formal letters received by the Chief Executive, Chair and the Big Thank You initiative); concerns and complaints, Patient Advice and Liaison Service (PALS) feedback; local surveys; the all Wales NHS survey and via social media.
- During COVID, the Chair increased the Chairs awards, which enabled her to meet many teams and employees nominated by their peers to thank them and award them, whilst also providing the opportunity to listen to many front line staff about their experiences and to thank them for their kindness and their care for patients, their resilience and creativity and their dedication to duty and service.
- Reverse mentoring by the Board enables more Board visibility throughout the organisation and ensures that the Board continues to listen to and learn from front line staff experience.
- The development of the Black, Asian and Minority Ethnic (BAME) Advisory Group, Chaired by the Health Board Chair, during COVID-19 demonstrated Board level leadership and commitment to addressing inequalities experienced by HDdUHB staff. The Advisory Group advises the Health Board on mainstreaming equality, diversity and inclusion for its workforce and to provide a forum to raise concerns in a safe and confidential environment. During 2021/22, The Group commissioned a review of all dismissals relating to a member of the workforce from a BAME staff group to be reviewed over a 10 year period. Whilst there was no evidence of disproportionate impact based on the quantitative review of data, a number of recommendations were made to ensure more positive action can be taken to support staff going through the disciplinary process.
- During 2021/22, the Health Board embarked on a programme of culture change across the Health Board. A new team of Organisation Development Relationship Managers (ODRMs) work as conduits to link the Workforce and Organisation Development teams to our services. They are working with services to create People Culture Plans to really drive the culture change from the ground. The focus is to build trusting relationships with leaders, staff side and staff.
- A staff psychological wellbeing plan based on a phased approach that covers four areas (Throughout, Preparation, Sustained Acute (multiple waves), Longer Term Recovery) was developed and updated monthly based on a thematic analysis from

multiple staff sources such as counselling sessions; coaching themes; and Facebook and media comments. It also responds to changes in guidance and advice from Welsh Government services, which may directly affect staff experience at work. There is a stepped model of care in place:

- ✓ System support and Team Facilitation
 - ✓ Rest and Recovery for staff
 - ✓ Wide range of psychological wellbeing resources
 - ✓ Staff Wellbeing Information Line (Launched in November 2021)
 - ✓ Contributing to the Wellbeing
 - ✓ Champion Network
 - ✓ Psychoeducation Programme
 - ✓ Provision of 121 psychological interventions & support
 - ✓ Trauma referral pathway
 - ✓ Ecotherapy Programme for staff to support staff at risk of burnout or on sick leave due to work stress
- The Health Board, in conjunction with partner organisations, are piloting the Engagement HQ platform, developed by Bang the Table, to encourage an ethos of two-way communication to improve staff engagement. The Patient & Public Engagement Team have been working with the Organisational Development Team to design two project pages within the platform.
 - Valuing Your Voice - This is designed to encourage staff to share their stories and to voice ideas, solutions or simply wonderful work, how their experiences affected them, and what staff think the Health Board can learn to improve the organisation for all staff. This project page will offer staff an opportunity to be heard.
 - Praise for Peers - This page offers the chance for staff to tell a peer how much their kindness has meant to them by leaving a message in the guestbook about how a colleague has demonstrated kindness, caring or compassion for them, or just recognising someone for doing an outstanding job.
 - The Health Board retained its 'University Status' following a review by an assessment panel involving WG, Health and Care Research Wales, and Health Education and Improvement Wales on 16 April 2021. The WG awards 'University Status' to Health Boards able to evidence strong partnerships with Higher Education Institutions in relation to learning and teaching, research and development, and innovation. The achievements include significant partnership activity in support of the Health Board's University status:
 - ✓ Workforce strategy, in areas including the 'grow your own – train, work, live' initiative, developing skills and education (e.g. new role creation, degree apprenticeships, and widening access to courses), supporting high quality placements, and continuing professional development;
 - ✓ Research strategy, including jointly supported portfolio studies, research time awards, honorary and jointly funded posts, securing grants from significant research funding bodies and commercial organisations, and maturing formal associations including the West Wales Academic Health Collaborative;

- ✓ Innovation approach, both demand and supply side, including several joint projects supported through the efficiency through technology fund, meaningful partnerships with the Life Science Hub Wales (e.g. the Accelerate initiative), and significant engagement with the Bevan Commission's programmes, evidenced by the number of Exemplar projects supported.
- A National Staff Survey was conducted during November 2020 had more emphasis upon staff experience and reduced quantitative measures. The format and engagement process for the staff survey was changed to simplify the questionnaire around key topics and to follow up results with conversations to address the emerging issues on a local basis. A report was presented to the People, Planning and Performance Assurance Committee in April 2021 and set out the way forward.

Personal and Professional Integrity:

- The Board's Standards of Behaviour Policy was reviewed in 2019. This policy outlines how the Board is committed to ensuring that its employees and Independent Members practice the highest standards of conduct and behaviour. An Internal Audit review in 2020/21 provided 'reasonable' assurance. The Audit and Risk Assurance Committee will review and report to the Board upon the adequacy of the arrangements for declaring, registering and handling interests, gifts, hospitality, honoraria and sponsorship at least annually.
- The Health Board's Standing Orders supported by the Standards of Behaviour Policy aims to ensure that arrangements are in place to support the workforce to act in a manner that upholds the code of conduct for the NHS. Part of this process is obtaining declarations in respect of Gifts, Hospitality, Honoraria, and Sponsorship etc. The Register and Declaration of Interests is the method by which the Board safeguards against conflict or potential conflict of interest where private interests and public duties of members of staff do not concur. The Board must be impartial and honest in the conduct of its business. An annual report is received by the Audit and Risk Assurance Committee in respect of declarations.
- The introduction of the Healthy Working Relationships Programme and the new Respect and Resolution Policy across Wales in October 2020, will provide a great opportunity to do things differently in partnership. The Health Board will work with Trade Union partners to put trust at the heart of how dignity at work is managed, grievance issues and to encourage managers to do the right thing in resolving issues by treating each matter individually and each member of staff as an adult. Our Trade Union chairs are keen to work with us to develop pledges to ensure we achieve and monitor success of this new approach, putting people at the heart of it.

Recommendations

1. Continue to work towards development and approval of a 3 year Integrated Medium Term Plan.

2. Review the Risk Management Strategy in 2022/23 and update the Risk Management Framework to reflect new risk reporting arrangements in the Health Board approval of the Annual Plan.
3. Reinvigorate its commitment to Board development during 2022/23 under the leadership of the Chair.
4. Encourage more Board visibility throughout the organisation and to ensure that the Board continues to listen to and learn from front line staff experience.
5. Recommence the Executive development programme to strengthen team cohesion, effectiveness and performance.
6. Improve governance of RPB in order that statutory bodies receive assurance on the work being progressed.
7. Strengthen operational quality governance arrangements, in response to the AW follow up review of quality governance in 2021.