

ABM University Health Board	
17 th January 2018 Workforce and Organisational Development Committee Agenda item:10	
Subject	Creating Excellent Patient Care through Great Staff Experience at ABMU - Staff Experience Strategy Actions – One Year On
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1.0 Situation

In February 2017, the Staff Experience Strategy “*Creating Excellent Patient Care through Great Staff Experience at ABMU*” was launched. The strategy set out the critical role that staff play in providing the very best care for our patients and citizens and the ways in which the organisation will commit to improving staff experience. This paper reviews the commitment and actions that have taken place one year on from the launch of the strategy and outlines our longer-term commitment to continually embed and improve staff experience as a core component of our organisational values.

2.0 Background

The strategy set out clear goals for how we (ABMU) will put in place actions to get the basics right for all staff, whilst allowing and enabling Service Delivery Units the flexibility to develop more detailed plans about how they will further improve staff experience in their respective areas.

Our goals are:

- Ensuring every role counts, through clear goals and purpose
- Listening to our staff and enabling involvement in decision making
- Valuing and appreciating our staff
- Delivering great leadership, management and team work
- Promoting healthy workplaces and wellbeing services and initiatives

3.0 Assessment

Since the launch of the strategy in February 2017, there has been significant progress and actions against all of the aforementioned goals, with the available resources. The Health Board’s Reward and Recognition programme is now well embedded and a series of national and local staff surveys provided a wealth of data and insight into our staff experience journey. Thematic analysis and action planning has taken place at professional and service delivery unit levels and future listening is planned. Detailed actions are outlined in Appendix A.

4.0 Recommendations

Workforce & OD Committee is asked to note the progress and actions against the strategy document.

Appendix A

Goal 1: Ensuring every role counts through clear goals and purpose

Our commitment	What we said we would do in 2017	What we have done	What we will do next in 2018
Together, we will recruit people who live our values and demonstrate the behaviours as outlined in our values & behaviour framework	Redesign our recruitment process for all staff groups	Work commenced with Health Care Support Workers in October 2016. Phase 1 of Values Based Recruitment Project successfully completed for Mental Health and Learning Disabilities Health Care Support Worker Bank Workforce. Three recruitment days held in August with 84 invited to interview and 43 individuals recruited to health care support worker roles using values-based recruitment model.	Continue to roll out Values Based Recruitment across the Health Board. Roll out VBR for use in Apprentice recruitment.
Together, we will welcome new starters to ABMU & be clear about expectations and behavioural standards	Values-based corporate induction programme followed by a comprehensive local induction programme	Values-based Corporate Induction is already in place and measuring staff experience takes place 2 months following appointment. During 2017 there was a full refresh of presentations.	Re-engage Executive Team in the delivery of Values based induction to ensure this is viewed as an integral and valued part of staff journey. Volunteers to attend values based induction. Explore new ways to produce values based induction handbook Re-engage unit Senior Teams in the feedback sessions following induction
Together, we will ensure	Review the Personal	During 2017 work has been ongoing to	Continue to expand resources and

<p>that we all have an annual personal development review which sets clear goals for the year, reviews achievement and identifies learning needs.</p>	<p>Development Review Policy to focus on our values and behavioural framework. We are working with the service delivery units and corporate departments to ensure that personal development reviews take place for all staff and these are recorded on the Electronic Staff Record (ESR)</p>	<p>support Units and managers in the delivery of PADR. Over 160 managers have been trained in PADR delivery.</p> <p>The pilot for Group PADR has been successful with areas including facilities, catering and admin positively evaluating the Group PADR process.</p> <p>PADR figures for November 2017 show 62%. This is a 9% improvement from November 2016.</p>	<p>training for Group PADR.</p> <p>Implement PADR Audit recommendations including updated of PADR training slides, recording process and administrator training.</p>
<p>Together, we will ensure that we all have opportunities to develop and learn, prioritising access to mandatory training</p>	<p>Reinforced through the revised Personal Development Review Policy and compliance for mandatory training monitored through performance review.</p>	<p>During 2017 E Learning sessions have been run across all Health Board sites to support staff to complete their mandatory training online.</p> <p>Face to Face Equality sessions have been delivered to medical staff.</p>	<p>ABMU representatives will be part of the national review of E Learning courses to ensure that they are fit for purpose and up to date.</p> <p>We will continue to support staff in the use of E Learning packages through organised sessions and ad hoc requests</p>
<p>Together, we will develop and support our volunteers to enhance patient experience</p>	<p>Agreement and framework in place to support volunteers, from comprehensive induction programme to on-going development in customer care, disability awareness and dementia awareness. Training to be extended to improve the skills and confidence of</p>	<p>Appointment of a Volunteer Services Manager</p> <p>Development of the volunteer strategy group</p>	<p>Develop a Volunteer Policy and roll out</p> <p>Develop a Volunteering Strategy and annual plans linked to Health Board plans</p>

	volunteers to meet the diverse needs of patients and colleagues. Department specific training (e.g. paed) to be developed.		
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Goal 2: Listening to our staff and enabling involvement in decision making

Our commitment	What we said we would do in 2017	What we have done	What we will do next in 2018
<p>We will seek the views of staff, promote proactive work on the results and share best practice</p> <p>We will measure if our values are making a difference to staff working throughout the organisation.</p>	<p>Working in partnership with the unions, we will encourage staff to take part in the NHS Staff Survey. We will look at the staff survey results analysed by equality characteristics. Listening to and acting on staff feedback will be undertaken at several levels, including organisation, service delivery unit and teams, as appropriate. Actions and improvements will be clearly publicised and communicated to staff. This will include quick wins to demonstrate something new will be happening. A follow-up values survey will be undertaken to measure the extent to which the values are improving staff experience in practice.</p>	<p>Following the results of both the NHS Staff Survey and the Local Values Survey Units have produced action plans. Focused staff survey action planning sessions took place with service delivery units throughout September. Sessions were facilitated by Occupational Psychologist from Future Work Centre. These have included quick wins and longer term plans.</p>	<p>Phase 1: Listening events for Estates and Facilities areas.</p> <p>Two teams will come together from the Workforce Directorate to deliver 18 listening each for Estates and Facilities commencing late January 2018.</p> <p>Phase 2: Team culture and climate.</p> <p>NHS Staff Survey June/July 2017 and reported on in September 2017.</p>
<p>We will conduct surveys of the organisation and/or specific teams to gain feedback and take appropriate action</p>	<p>Surveys to be undertaken to obtain regular and timely feedback from a sample of staff (known as a pulse survey) and act as a baseline for</p>	<p>Support offered through Ad Hoc Request process.</p>	<p>Continue to offer support following Ad Hoc Request process.</p>

	improvement.		
When staff leave the organisation, we will seek feedback to understand their reasons so we can learn and improve.	Exit interviews will be undertaken with staff as an essential part of our recruitment and retention strategy	Exit interviews have been rolled out to staff who exit ABMU within 12 months of recruitment.	Continue to roll out exit interviews. Monitor 'Hot Spot' areas and collate and analyse any further exit interview data
We will listen to staff feedback and use ideas in a range of different ways.	Listening events will be planned throughout the year at Service Delivery Unit and team levels, including team briefs, leadership listening rounds and 'In our shoes' listening events. We will act on staff ideas put forward through the 'comments' section of our Intranet site.	All Units have monthly team briefs delivered by members of the Senior Unit Teams. Recovery and sustainability bulletin has used and responded to comments from staff on improvements and money saving schemes. Dragons Den approach utilised in Morriston Hospital. In our shoes listening events have been held with Theatres and HSDU staff and departments who have requested through the Ad Hoc Request process. Train the trainer listening session with HR and L&D teams undertaken to explore and maximise engagement opportunities into core HR business.	Continue to deliver quality team briefs Implement leadership listening rounds Implement other 'you said we did' suggestion schemes Continue to support in our shoes listening events (priorities highlighted above)

Goal 3: Valuing and appreciating Each Other

Our commitment	What we said we would do in 2017	What we have done	What we will do next in 2018
We will thank our colleagues for their work	Senior managers and line managers will lead by example through valuing and recognising the contribution of staff and providing praise where appropriate.	Led by example in demonstrating the behaviours from a senior team	Carry on!
We will put in place recognition schemes at an organisational level to celebrate staff achievement and contribution	We will host an organisation wide Staff Awards Celebration Evening – known as the Chairman’s Awards.	On hold due to Recovery and Sustainability (2017)	Deliver Chairman’s VIP Awards in 2018
We will promote the celebration of outstanding staff achievement and best practice in delivering innovative care and work for patients	We will encourage the nomination of our teams for national awards, including NHS Wales Awards and Patient Safety Awards.	All awards have been advertised on the intranet and support for writing applications have been offered through the Service Improvement and L+OD teams.	Carry on!
We will ask for feedback from patients and their families and celebrate exceptional patient care	We will run Patient Choice Awards in each Delivery Unit	7 events across 5 dates were held during 2017. 93 nominations for ABMU Health Board staff and 16 nominations for Local Authority staff were received.	Continue to support 1 Patient Choice Awards day/ event in each Delivery Unit

		<p>There were 184 individual awardees and 56 team awards.</p> <p>POWH – 33 individual and 8 teams.</p> <p>Singleton – 29 individual and 4 teams.</p> <p>NPTH – 10 individual and 4 teams.</p> <p>Morrison 11am – 26 individual and 10 teams.</p> <p>Morrison 1pm – 31 individual and 6 teams.</p> <p>Morrison 3pm – 22 individual and 5 teams.</p> <p>Primary & Community – 25 individual and 10 teams / Local Authority – 8 individual and 9 teams.</p> <p>311 Staff attended.</p> <p>48 Local Authority staff attended.</p> <p>78 Patients and Service users attended.</p> <p>(See Appendix c)</p>	
<p>We will recognise the commitment and dedication of our staff through Long Service Awards</p>	<p>A Long Service Awards Scheme will be developed to value our staff</p>	<p>Long Service Awards launched June 2017. 4 events were held across 3 dates.</p> <p>637 staff attended the events. A total of</p>	<p>Continue to support 1 Long Service Award for 250 individuals</p>

		<p>20,874 years was the total length of service across the 4 events.</p> <p>The team has supported the drop in session at NPTH where an additional 50 staff received their long service award certificates. A further session for staff at HQ is planned for 19th December and this will be hosted by the Chairman.</p> <p>(See Appendix B)</p>	
<p>We will thank individuals and teams through a range of events led by and organised by the Service Delivery Units and Corporate Departments.</p>	<p>These will differ in each of the delivery units and corporate departments ranging from annual conferences, international nurses day, team of the month awards and annual awards</p>	<p>Various events have been organised and held across the Health Board. These have been organised and owned by delivery Units and supported by corporate departments.</p> <p>Examples of these include: -Singleton Stronger Together -Morrison Wellbeing Week -International Nurses day on all sites -HCSW Conference</p>	<p>Carry on!</p>
<p>We recognise that people are different and we will value everyone's contribution</p>	<p>We will promote the importance of creating an inclusive working environment to support every staff member to bring their whole self to work. We will continue to be a member of the Stonewall Diversity Champions</p>	<p>We have worked with departments to submit the Stonewall Equality Index 2017.</p> <p>We have launched the 'No Bystanders Campaign' with support from the Board.</p> <p>The Straight Allies Network has been launched as part of Calon.</p>	<p>Work with teams across the Health Board to develop action plan following the Stonewall Diversity Index results.</p> <p>Continue to promote and support Calon and straight Allies (including a relaunch of the network).</p>

	Programme (Britain's leading best practice employers' forum for LGBT+ equality, diversity and inclusion)		
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Goal 4: Delivering great leadership, management and team work

Our commitment	What we said we would do in 2017	What we have done	What we will do next in 2018
We will ensure that our line managers have the tools and support to develop great people management skills	A people management skills core competencies framework and toolkit will be developed for new and existing managers. A buddy/mentoring system will be introduced to support newly appointed managers We will continue to develop coaching as a core management skill and work with partner organisations to create a network of accredited coaches available to staff within ABMU.	Roll out of Nelson Sickness Training for managers. 54 Managers have completed 'Coaching with Impact' stepping stone to develop coaching skills (as of October 2017)	Develop skills core competencies framework and toolkit Develop process for buddy/mentoring system Continue to deliver Coaching with Impact Continue to support requests for coaching
We will create opportunities to develop our existing leaders and create pathways to develop our future leaders	Our existing leadership development programmes will be reviewed and redesigned with an emphasis on talent and succession planning	New 'Footprints' behavioural leadership programme developed. Supervisors at bands 4-6 identified as priority target group in Phase 1. As at 27 th September 2017, 180 Managers successfully completed the taught component Action learning sets ("action	Continue to intensively roll out Footprints. Roll out pilot of band 8a+ footprints programme for Senior Leaders – Phase 2. Roll out the updated Consultant Development Programme.

		<p>steps”) rolled out to complement the programme to support managers dealing with real time specific issues.</p> <p>Graduate Scheme Cohort 1 launched in February 2017, recruiting 6 graduates.</p> <p>Over 40 ad hoc training requests facilitated by the L+OD team.</p> <p>Development of the ABMU Apprentices Academy with 90 Apprentices (14th December 2017) have been appointed into the Health Board across a wide range of specialities and frameworks. From these a number have already won regional and national awards. Over 100 existing staff have enrolled onto Apprenticeship Frameworks.</p>	<p>Support the Welsh Government Public Service Graduate Scheme.</p> <p>Cohort 2 of ABMU Internal Graduate Scheme.</p> <p>Using the national framework and toolkit, implement a talent management and succession programme (pilot and then roll out)</p>
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Goal 5: Promoting healthy workplaces and wellbeing services and initiatives

Our commitment	What we said we would do in 2017	What we have done	What we will do next in 2018
<p>We support the NHS Wales Staff Health and Well Being Charter – Caring for People who Care</p>	<p>Through our people management toolkit, we will reinforce the importance of, supporting staff in their well being and promoting a good work life balance through a range of flexible working arrangements. This will include promoting the importance of taking leave, planned breaks and hydration and ensuring staff have access to relevant forms of support.</p>	<p>Planning and delivering the Staff Wellbeing Week across the Health Board in June which attracted more than 500 staff to workshops and a roadshow event. Staff had the opportunity to seek advice on looking after their mental wellbeing, physical exercise at work and even Indian head massage for stress relief. Through local contacts and networks the Staff Experience Team were able to arrange guests, stall holders and publicity resources at no cost to the Health Board.</p> <p>A series of 5 Winter wellbeing workshops organised for staff during December 2017 across the Health Board.</p> <p>Staff have delivered workplace resilience sessions and Footprints courses.</p>	<p>Investigate how staff are enabled to access wellbeing support services by managers i.e. TOIL, Annual Leave.</p> <p>Further work to promote importance of taking leave, planned breaks and hydration and ensuring staff have access to relevant forms of support.</p>
<p>We will create a wellbeing support network across the organisation</p>	<p>Wellbeing champions will be identified in each</p>	<p>Following the initial 8 sessions in November- December 2016</p>	<p>Evaluation of the first 12 months of the network collated and published</p>

	<p>service area / department to signpost staff to health and wellbeing services on offer. This role is endorsed by the Bevan Commission as an example of best practice.</p>	<p>where there were 78 champions:</p> <p>7 workshops with a focus on Mental Health in April 2017</p> <p>4 follow up workshops in October and November with Stress Buster session delivered by OT</p> <p>180 Champions are now enrolled and active across the Health Board and we are recognised as a Bevan Exemplar.</p> <p>All champions have completed evaluation questionnaire.</p>	<p>following evidence gathered.</p> <p>Continue to build relationships with time to change Wales campaign with a focus on Mental Health.</p> <p>3 sets of workshops throughout the year.</p> <p>Work to get a Wellbeing Champion in each area across the Health Board (using data to actively engage in the programme and identify a champion)</p>
<p>We will provide space for staff to share their experiences and engage in mindfulness / positive psychology</p>	<p>A planned programme of Schwarz rounds has been in place and run successfully since 2014. This will continue and expand to all sites.</p>	<p>Schwartz rounds expanded to be delivered at Murrison Site from October 2017.</p> <p>Further advertisement of Schwartz rounds has taken place to explain their purpose and to increase uptake.</p>	<p>Carry on!</p>
<p>We will invest in health promotion and well being support for staff.</p>	<p>A planned programme of themed health promotion activities will be developed throughout the year, with particular focus on the flu vaccination campaign and</p>	<p>The Time to Change Wales pledge was signed in February 2017.</p> <p>4 half day training sessions were delivered in June for staff who</p>	<p>Board Session with Time to Change Wales to be delivered.</p> <p>Continued focus on delivering local sessions in partnership with time to change Wales.</p>

	<p>promoting mental health wellbeing</p>	<p>were interested in becoming a Mental Health Workplace Champion. 14 individuals signed up to this. These individuals were invited to join the Wellbeing Champion Network.</p> <p>Senior Teams within the SDUs have engaged with Time to Change Wales to deliver sessions locally within the SDUs. HR time to change Wales session delivered.</p> <p>Social media campaign and wide reaching advertisement of the flu campaign (including Twitter and Facebook).</p> <p>Flu clinics run across all sites for first 4 weeks.</p> <p>Mobile vaccinators across sites linking with key staff events (ie Singleton Stronger).</p> <p>Provision of hours sessions.</p> <p>124 flu champions trained across the Health Board to set up clinics</p>	<p>Stress management workshop has been designed by Staff Counsellor- Pilot and roll out.</p> <p>Full evaluation of 2017 flu campaign to identify best practise and any learning from this years campaign.</p>
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		<p>in their areas.</p> <p>Training sessions for health visitors attended in Primary care to capture large audiences of staff.</p> <p>Clinics in Occ Health encourage vaccination at pre-employment checks.</p>	
<p>We will promote Well Being Services available to our staff internally and signpost to externally support.</p>	<p>A Well Being Strategy and new website will be launched. The role of the wellbeing champions will play a pivotal role in the strategy as our resource 'on the ground' to work alongside staff</p>	<p>On hold due to resources</p>	

Appendix B

Long service

The long service events held in Margam offered staff an opportunity to take time out and celebrate with peers and friends.



Some shared their experience of the day:

It was informal and a very pleasant event and as far as I could see it gave those present a good feel factor. To be acknowledged for long service and to feel appreciated is welcomed. I have worked 44 years for the NHS and I thought it was a lovely gesture and I really hope that everyone in time will get an invite even if they don't want to accept. Thanks to the Staff Experience Team



I attended this event and felt I was treated like royalty. The venue, the food, the atmosphere was lovely. All credit to the Senior Management who were there and chatted with us as equals.

It's lovely to see staff being recognised and rewarded in these award days. A big

thank you to the Staff Experience Team for making it happen! Congratulations to all!

Colleagues were invited to share memories and anecdotes from their long careers ahead of the event and many of these were featured in special displays around the room.

Looks like an awesome day was held by all, well done to everyone - that Heritage display looks really good!!





“When they asked for memories I was happy to share mine, I thought it was a bit different. I’ve really enjoyed the event today, it was very worthwhile and it has been a pleasure to be here.”

Appendix C



Patient Choice

The patient choice events this year, held during December offered the opportunity for 78 patients to attend and personally thank those staff who cared for them in the previous 12 months, 311 staff members attended the events.

Alex Williams Head of Adult Services, who co-presented the Primary and Community awards sent this feedback to the team immediately after the awards...

Just a quick note to say a massive thank you for today. I can see how much preparation and organisation goes into it, and you all do a fantastic job – so much so I think you should yourselves get a Patient Choice Award! All your hard work certainly made Tanya and my lives much easier today, and we couldn't have done it without you.

A staff member who received his award took the time to thank the team in an email

Thank you very much for organizing this event. It was lovely to see our little patient, Emrys, in a non-clinical setting. It was also nice that his family took the time to name so many of us who have enjoyed helping them through his difficult early years. I felt the event was of enormous benefit to our unit morale, at a time when we are extremely busy and feeling the strain! Good news/praise is often hard for nurses to accept but I could see that everybody really appreciated it.



A family member who made a nomination also emailed her thanks to the team.



Thank you for inviting us to the patient choice award. It was amazing to see so many staff recognised for their hard work and dedication.