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WALES**

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	13 December 2022			Agenda Item	2.1
Report Title	Brief up-date on organisational culture programme, including Our Big Conversation				
Report Author	Julie Lloyd, Big Conversation & OD Culture Lead				
Report Sponsor	Debbie Eytayo: Director of Workforce and OD				
Presented by	Julie Lloyd, Big Conversation & OD Culture Lead				
Freedom of Information	Open				
Purpose of the Report	To provide a brief update on the Organisational Culture Programme and the priority area of focus for 2022/23 which is <i>Our Big Conversation</i> staff engagement programme				
Key Issues	<p><i>Our Big Conversation</i> staff engagement programme has been developed as culture audit tool. It will act as a vehicle to inform and shape the 'Swansea Bay Way' culture— a values driven, quality focused organisation.</p> <p><i>Our Big Conversation</i> staff engagement programme is a continuation of the work undertaken to transform the Health Board's culture, with a our drive to move the organisation's our values from words on a page to something that is a lived experience for all regardless of position where you sit within the organisation.</p> <p>The goal being is that as part of our Quality Management System, we create a quality-focused learning organisation in which staff voices and listening are its heart. Through meaningful and inclusive conversations, underpinned by our values, we aim to engage and will actively listen to staff and use feedback the data to support staff empowerment and accountability and use the data to inform our decision making and develop a more clinically-led organisation.</p> <p>We will use this OD (organisational development) methodology to link with other data collection sources available including the recent engagement around the quality strategy, 'What Matters to me' work and also AMSR (acute medical services redesign).</p>				
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Recommendations	Members are asked to:				

	<ul style="list-style-type: none">• Note the continued progress made towards our organisational culture programme with <i>Our Big Conversation</i> as the culture audit to inform and shape the Swansea Bay Way.
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BRIEF UP-DATE ON ORGANISATIONAL CULTURE PROGRAMME, INCLUDING OUR BIG CONVERSATION

1. Introduction

To provide an update on the Organisational Culture Programme and the priority area of focus for 2022/23 which is *Our Big Conversation* engagement programme.

The Committee will recall that as part of the culture programme in 2021/22, it was agreed that we would undertake a culture audit to determine staff perception of the Health Board and how it was living up to its values.

Our Big Conversation staff engagement programme has been developed to undertake the proposed culture audit. It will act as a vehicle to inform and shape the ‘Swansea Bay Way’ culture – a values driven, quality focused organisation.

Our Big Conversation staff engagement programme is a continuation of the work undertaken to transform the Health Board’s culture, with a drive to move the organisation’s values from words on a page to something that is a lived experience for all regardless of position within the organisation.

The goal being that as part of our Quality Management System, we create a quality-focused learning organisation in which staff voices and listening are its heart. Through meaningful and inclusive conversations, underpinned by our values, we aim to engage and actively listen to staff and use feedback to support staff empowerment and accountability and use the data to inform decision making and develop a more clinically-led organisation.

1.1 Progress to Date

- **Just Culture Board Session** – on the 25th February 2021 Mersey Care NHS Trust attended an SBU Board session to give an over view of Just Culture and the work undertaken in Mersey to highlight the evidenced benefits of the approach in their organisation.
- **Just Culture Training** - The six-day training program commenced on the 20th April 2021, with the first five days during April, May and June 2021. The training was undertaken by 30 individuals from across the Health Board included Workforce and OD, Trade Union Colleagues, Front Line Managers and Executives.
- Coaching on Just and restorative Culture Principles were delivered to the HR Operations team as well as the wider OD team (including L&D, (learning and development) data, medical education OD) to support the management of Employee relations cases and to test the decision making around policy and process. To support this work an ER (employee relations) decision tree was developed to support decisions around suspensions and proceeding to formal processes. This work led to a significant reduction in the number of suspension cases and supported improved partnership working with staff side, as well as the management of cases through the Respect and Resolution process. The plan is to develop a similar approach to the management of poor attendance cases and will involve Occupational Health. In terms of resource, the culture lead will only be able to support this work following Phase 3 of the big conversation.

- 1.5 hr Civility Saves Lives sessions developed and run across the organisation, focussing initially on areas with large numbers of reported conflicts. The training covered the responsibilities under the Respect and Resolution Policy, support available in Swansea Bay UHB and how to access it, early intervention for conflict, even before escalation to HR. As at September 2022 nearly **400** managers and staff have attended sessions.
- **Staff Stories** - Several staff stories have been collected, in the same was as patient stories, to record lived experiences of investigations, serious incidents and suspensions to assist development of supportive and restorative processes. These stories will again be used as part of HR Operations and line management coaching and development on the Swansea Bay way Culture and values moving forwards.
- **Staff Engagement – Our Big Conversation** launched at the end of October. It entails 3 overarching phases:
 1. Current staff perception on where we are, what we want the future to look like, how we want to work around here and what we stand for – It will also include Stakeholder engagement
 2. Engagement on the potential and broad vision and how we get there
 3. Setting the vision – ensuring longevity

Phase 1 – Our Big Conversation

How?	When and what progress to date?
Launch Communications to commence using a variety of media and networks	w/c 31 st October 2022 and w/c 7 th November 2022 (avoid half term)
Pulse Survey to support widen accessibility and gauge starting position. Arrange to attend existing forums	w/c 7 th November to w/c 2 nd December 2022 340 Surveys completed as at 25th November 2022 (increase of 130 surveys following promotion that week)
Random Selection Focus Groups, Targeted Focus Groups, Open Workshops and Walk-in Galleries and virtual Sessions	w/c 17 th November to w/c 19 th December 2022 2x targeted Focus Groups held to date with 171 staff taking part A further 7 targeted Focus Groups, 4 Random Sample Focus Groups, 5 open Focus Groups, plus 4 open walk-in galleries planned – 22 sessions in total.
Thematic analysis of data gathered and amalgamation/triangulation with pulse	w/c 9 th to w/c 23 rd January 2022

survey and wider Health Board engagement data	
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Phase 2 – Our Big Conversation

How?	When and what progress to date?
Play back key themes from initial engagement phases to test understanding – repeating focus groups, walk-in galleries and digital engagement	w/c 30 th January through to w/c 20 th February 2022
Report compiled for Health Board, Executive Team and Management Board	To be agreed in line with committee dates

2. Considerations and Risks

- Numbers booked to attend Open and Random Sample Focus Groups, arranged outside of existing forums are currently low – staffing levels will determine if staff can be released
- Notice period to enable clinical staff to attend focus groups (e.g. 6 weeks for clinical staff) – Existing Forums have been used to mitigate and reduce capacity and release issues
- Timing - The organisation is embarking on a period of considerable change, service redesign, staff consultation and strike action. However, *Our Big Conversation* could be an opportunity to support this transformation and staff's wellbeing so in itself is the mitigation.
- OD resource to facilitate the conversations and support the Executive Team to facilitate the conversations – there could be an opportunity cost / other aspects that OD can't deliver as a result.
- Changing COVID restrictions will determine the method used to engage with staff and this may limit the variety of methods used.
- Survey fatigue - NHS Survey scheduled for Spring 2023 and local surveys are currently being undertaken. Recognition that this could also compliment the work by consideration of timescales so that connection is made with national staff survey and is part of the methodology to engage with staff.

3. Recommendation

Members are asked to:

- Note the continued progress made towards our organisational culture programme with *Our Big Conversation* as the culture audit to inform and shape the Swansea Bay Way.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The Big Conversation proposal will have positive impacts on quality, safety and patient experience through improving staff experience.		
Financial Implications		
OD resource to facilitate the conversations and support the Executive Team to facilitate the conversations – there could be an opportunity cost / other aspects that OD can't deliver as a result.		
Legal Implications (including equality and diversity assessment)		
This proposal will support us in meeting the General Duty of the Equality Act and Welsh Specific Equality Duties.		
Staffing Implications		
Staff release to be part of the Big Conversation through focus groups, completing pulse survey. Executive Team to facilitate the conversations and play back feedback from staff.		
Report History	Workforce Delivery Group – August 2022 Verbal update to W&OD Committee – August 2022 Executive Team – August 2022 Links to : Quality Improvement Proposal Paper – Executive Team & Management Board – July 2022 Draft proposal -The big conversation at Swansea Bay University Heath Board – Management Board – September 2022	

	<p>Verbal up-date to Workforce & OD Committee – LOV Awards, Big Conversation & Engagement – October 2022</p> <p>Verbal up-date to HBPF - The Big Conversation and Staff Engagement in SBUHB – October 2022</p> <p>Verbal Up-date to Management Board – Our Big Conversation – Up-date on Next Steps – November 2022</p>
Appendices	