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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



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| Meeting Date | 14 February 2023 | Agenda Item | 7.1 |
| Report Title | Update on Our Big Conversation Phase One | | |
| Report Author | Julie Lloyd, Big Conversation & OD Culture Lead | | |
| Report Sponsor | Mark Hackett, Chief Executive Officer Debbie Eyitayo, Director of Workforce and OD | | |
| Presented by | Mark Hackett, CEO / Julie Lloyd, Big Conversation & OD Culture Lead | | |
| Freedom of Information | Open | | |
| Purpose of the Report | To provide assurance on progress of the Organisational Culture Programme and the priority area of focus for 2022/23; <i>Our Big Conversation</i> staff engagement programme. | | |
| Key Issues | <p><i>Our Big Conversation</i> staff engagement programme has been developed as a vehicle to inform and shape the 'Swansea Bay Way' culture – a values driven, quality focused organisation. This is central to the Board commitment to improve quality. The approach enables the engagement programme to act as a cultural audit tool as a by-product.</p> <p>It is a continuation of the work undertaken to transform the Health Board's culture, with a 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>Phase 1 of <i>Our Big Conversation</i> launched on 31st October 2022 and was rolled out the length and breadth of the Health Board. It involved all staff groups, students, bank staff and volunteers, and included people working in a wide and diverse range of roles.</p> <p>The programme involves 3 overarching phases:</p> <ol style="list-style-type: none"> 1. Identifying the current perception of staff and stakeholders of where we are, what we want the future to look like, how we want to work around here and what we stand for 2. Engagement on the potential and broad vision for a quality driven organisation and how we get there 3. Setting a compelling vision for our organisation | | |

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| | <p>It should be noted that the initial phase of this engagement programme were delivered during the period of October 2022 to January 2023, led by the CEO and Health Board Executives, supported by colleagues in Workforce & OD.</p> <p>The climate across the organisation was particularly challenging due to winter pressures, on-going COVID and other infections prevalent on sites and in the community, industrial strike action and a large-scale organisational change programme (AMSR) impacting those key hospital sites and the staff involved. In spite of these challenges, a total of 984 staff, students and volunteers took part in phase 1 of the programme through a variety of digital and face to face engagement opportunities.</p> | | | |
| Specific Action Required <i>(please choose one only)</i> | Information | Discussion | Assurance | Approval |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Recommendations | <p>Members are asked to:</p> <ul style="list-style-type: none"> Note and take assurance of 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. | | | |

UPDATE ON OUR BIG CONVERSATION PHASE ONE

1. Introduction

This paper aims to provide assurance and update on progress towards the Organisational Culture Programme and the priority area of focus for 2022/23; *Our Big Conversation* staff 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 as a vehicle to inform and shape the 'Swansea Bay Way' culture – a values driven, quality focused organisation. This is central to the Board commitment to improve quality. The approach enables the engagement programme to act as a cultural audit tool as a by-product.

This 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. It is designed to set out what we "stand for" as an organisation.

The goal being that as part of our Quality Management System, we create a vision and strategy for quality-focused, learning organisation in which the voices of staff, patients and stakeholders, 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:

1. support staff empowerment
2. create accountability and responsibility
3. use the data to inform decision making
4. develop a more clinically-led organisation
5. set out the hallmarks of quality for our services and the mechanisms these and to continuously improve our services.

Our Big Conversation involves 3 overarching phases:

1. Identifying the current perception of staff and stakeholders of where we are, what we want the future to look like, how we want to work around here and what we stand for
2. Engagement on the potential and broad vision for a quality driven organisation and how we get there
3. Setting a compelling vision for our organisation

This paper will focus on phase 1 of the programme and what has been delivered so far.

2. Progress to Date

Phase 1 of *Our Big Conversation* launched on 31st October 2022 and was rolled out the length and breadth of the health board. It involved all staff groups, students, bank staff and volunteers, and included people working in a wide and diverse range of roles.

It should be noted that the initial phase of this engagement programme were delivered during the period of October 2022 to January 2023, led by the CEO and Health Board Executives, supported by colleagues in Workforce & OD. The climate across the organisation was particularly challenging due to winter pressures, on-going COVID and other infections prevalent on sites and in the community, industrial strike action and a large-scale organisational change programme (AMSR) impacting those key hospital sites and the staff involved. In spite of these challenges, a total of **984** staff, students and volunteers took part in phase 1 of the programme through a variety of digital and face to face engagement opportunities.

2.1 What has been delivered to date?

| Action | Outcomes |
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| Comprehensive communications and promotional plan | Commenced 31 st October 2022 Over 4,000 on-line/digital promotions via e-mail, local networks, bulletins, the intranet and weekly staff briefings. Over 400 face to face promotions across main hospital site took place. |
| Pulse Survey designed and developed in partnership with the Patient Feedback Team, using the Civica platform as a pilot. The survey aimed to support widen engagement and accessibility to all staff, students and volunteers. | 7 th November to 12 th December 2022 (open 5 weeks) 540 Pulse Surveys were completed from across the Health Board 90 completed stakeholder survey (as at 30 th January 2023). |
| Face to face and virtual Focus Groups | From w/c 28 th November to w/c 19 th December 2022 444 attended across a total of 22 face to face and virtual focus group sessions, including random sample focus groups, targeted Focus Groups, open focus groups and walk-in galleries |
| Thematic data analysis and reporting | Commenced w/c 9 th January 2023 to w/c 23 rd January 2023. |

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| | <p>Approximately 25 hours' worth of focus group data, e-mails and 142 pulse survey open comments - 96 pages and a word count of 47,066 to analyse.</p> <p>An initial draft of the phase 1 feedback report is included in appendix 1.</p> <p>Key concerns and improvements identified that were specific to local areas and departments were noted during the Focus Groups by the CEO for direct actioning. Hotspot areas identified from the anonymous data were also extracted for reporting to Service Groups and Corporate Directorates, in order to inform actions for improvement.</p> |
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2.2 Phase 2- Our Big Conversation

The *Our Big Conversation* phase 1 report (see appendix 1) and its recommendations are to be shared as part of phase 2 of Our Big Conversation, which run from **31st January to 24th February 2023** and will include **7** targeted Focus Groups and **4** open Focus Groups, which will be a mixture of virtual and face to face. There will also be a digital method of engaging and contributing for those unable to attend.

Phase 2 of Our Big Conversation will aim to:

- feedback what staff told us and what we have heard from across the organisation
- share a proposed vision for a quality-driven organisation
- engage on how we take this vision forward together

As with phase 1 of the programme, we will be providing the opportunity for all staff, students and volunteers to get involved through virtual, face to face and digital means. Mark and the executive team will again, play key roles in facilitating these conversations and listening to your views, supported by Workforce, OD and other Health Board colleagues.

A final report is to be compiled for Health Board, Executive Team and Management Board to be reported during March's forums as appropriate, and then shared with the wider organisation for sustainable action and embedding.

3. Considerations and Risks

- Robust data analysis scoping identified it would take between 3 and 6 weeks to complete, however needed to be completed by 26th January 2023 in line with programme timelines. The task was therefore undertaken manually by the programme lead with support from Learning & OD colleagues.
- Need for more time to triangulate data with wider organisational data such as AMSR consultation and quality strategy and 'What matters to me?' data.
- The final version of the report needs translating to Welsh before publishing widely.
- Notice period to enable clinical staff to attend phase 2 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 continues to progress through considerable change, service redesign and strike action. However, *Our Big Conversation* will continue to be an opportunity to support this transformation and staff's wellbeing so in itself is the mitigation.
- OD resource to support both data analysis and facilitating phase 2 of the conversations – there could be an opportunity cost and other aspects that OD can't deliver as a result.
- Changing COVID prevalence will determine the method used to engage with staff and this may limit the variety of methods used.
- Survey fatigue - NHS Survey scheduled for Summer 2023 and local surveys are currently being undertaken. Recognition that this could also complement 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 and take assurance of 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.

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| Governance and Assurance | | |
| Link to Enabling Objectives (please choose) | 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 | | |
| (please choose) | 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. | | |
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| 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 Health Board – Management Board – September 2022 | |

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| | <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> <p>Brief up-date on organisational culture programme, including Our Big Conversation, Workforce & OD Committee – 13th December 2022</p> <p>Verbal up-date to Workforce Development Group – January 2023</p> |
| Appendices | 1, 2 |