

## Management Response – Taking Care of the Carers?

Health Body:

Completion Date:

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
R1	<p><b>Retaining a strong focus on staff wellbeing</b></p> <p>NHS bodies should continue to maintain a strong focus on staff wellbeing as they begin to emerge from the pandemic and start to focus on recovering their services. This includes maintaining a strong focus on staff at higher risk from COVID-19. Despite the success of the vaccination programme in Wales, the virus (and variations thereof) continues to</p>	<p>The Health Board has developed a Post-Covid Staff Wellbeing Strategy to outline the support available for staff during 2021/22 and includes enhanced support for mental health and trauma. Additional resource has been made available during the pandemic for both Occupational Health (OH) &amp; the Staff Wellbeing Service to meet increased service demand.</p> <p> SBU Post Covid Staff WB Strategy.docx</p>	31/3/22	Additional, permanent resource obtained March 2022 via business case to maintain wellbeing services developed during Covid-19. This has enabled the broad objectives of the WB Strategy to be delivered via enhanced training for the team including specialist CBT-trauma	Exec Director WF&OD


Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
	<p>circulate in the general population. All NHS bodies, therefore, should continue to roll-out the Risk Assessment Tool to ensure all staff have been risk assessed, and appropriate action is taken to safeguard and support staff identified as being at higher risk from COVID-19.</p>	<p><b>Action:</b> Deliver the aims of the Staff Post-Covid Wellbeing strategy.</p> <p>Additional resource has been made available to Nurse Education to deliver a one day ‘recovery and resilience’ study day, offered to all staff during 2021, aimed at helping staff to reflect and recover.</p> <p>Additional communication platforms have been developed, including the CEO promoting the staff Wellbeing offer on social media.</p> <p><a href="https://mobile.twitter.com/sbuhbwellbeing">https://mobile.twitter.com/sbuhbwellbeing</a></p> <p>There has been a focus on support for staff who have experienced Long Covid, witnessed traumatic experiences (implementation of TRiM), bereavement and experiencing mental health problems. BAME colleagues have been additionally supported with enhanced communications and support as a result of the pandemic.</p>		<p>focused therapy to support trauma. Full TRIM delivery team developed and over 2500 staff trained in REACT MH.</p> <p>Staff Wellbeing Forum established Oct 2022 to communicate and share best practice across the HB.</p> <p>Resource gained to continue Occupational Therapy Support for Staff with Long Covid.</p> <p>Over 570 Wellbeing champions with the network to support colleagues and team and</p>	


Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p>From the outset the approach taken was that OH advice and guide was absolutely necessary to support all and any decision making processes as they applied to staff wellbeing particularly those considered to be at higher risk ie BAME staff and those staff who had been shielding (now named CEV).</p> <p>Use of the All Wales Risk Assessment Tool originally designed for BAME employees but then revised so that it was applicable for all staff was promoted throughout the pandemic and where notified any changes were highlighted to staff. Encouragement to use the assessment was repeated in the FAQ and guidance issued to staff and managers alike. As a voluntary process we requested staff who completed the risk assessment to forward the completed document to OH so that a copy could be retained on the COHORT OH system. Regular reminders were issued. There were regular meetings of the Workforce Silver group where any developments in this area were highlighted. Regular updated releases of FAQ and local bulletins highlighting all well-Being activity through the pandemic that</p>		<p>signpost to HB support when required.</p> <p>Enhanced health promotion team delivering menopause policy training for managers, menopause cafes and virtual 'mindful menopause'</p> <p>Men's mental health awareness session developed – to be piloted with Estates Dept.</p> <p>Training developed for managers to use tailored adjustments within the MAAW Policy to provide</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p>continues now. In addition to the all Wales risk assessment the HB developed its own local environmental risk assessment to complement the all wales assessment so that we could also provide practical guidance for staff and managers wishing to facilitate return to work.</p> <p>Work was undertaken to promote the completion of staff's declaration of personal data with a focus on ethnicity to improve available data in ESR in 2020/21 and support risk assessment of those at high risk of COVID-19.</p> <p>The pandemic has highlighted long term risks to equality and human rights.  <b>Action:</b> SBU to consider the emerging evidence and review its Strategic Equality Plan 2020-2024</p> <p>A Working Group has been progressing the development of an Agile Working Policy. This has many benefits for</p>		<p>early intervention WB support in work</p> <p>Increase in reported Ethnicity Figures in ESR over 80%</p> <p>Deep dive into turnover to inform HB work on retention.</p> <p>Four work-streams established to support retention agenda:  1. "Thinking of Leaving" process  2. Improve supervision / mentorship / buddying in first 2 years</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p>staff wellbeing, diversity and inclusion, including broadening access to the workforce and increased opportunities to recruit and retain the diverse talent required.</p> <p>Covid-19 Thank You Cards sent to all staff and volunteers from the Chair and CEO during October 2021.</p>		<p>3. Raise manager awareness of impact on employee engagement 4. Improve flexibility</p> <p>Following evaluation, the decision to continue the ECwtch contract agreed for financial year 23-24 to enable staff to say thank you to colleagues using Ecards.</p>	
R2	<p><b>Considering workforce issues in recovery plans</b> NHS bodies should ensure their recovery plans are based on a full and thorough consideration of all relevant</p>	<p>All service and recovery plans are predicated on the workforce requirements to support any activity both routine and additional. Wellbeing impact and support from one of the core consideration needed when developing recovery plans beyond simply staff</p>	31/3/22	<p>In order to increase capacity and capability of staff services, the Wellbeing team and the Occupational Health team</p>	<p>Exec Director WF&amp;O D</p>

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
	<p>workforce implications to ensure there is adequate capacity and capability in place to address the challenges and opportunities associated with recovering services. NHS bodies should also ensure they consider the wider legacy issues around staff wellbeing associated with the pandemic response to ensure they have sufficient capacity and capability to maintain safe, effective, and high-quality healthcare in the medium to long term.</p>	<p>availability. The impact of the pandemic continues with resource pressures being a daily challenge to the HB and therefore remain a very high priority.</p> <p>Additional resource has been made available to support the Staff Wellbeing service and Occupational Health to ensure timely and effective support for staff and to ensure that there is capacity into the future. The Staff Post Covid Wellbeing Strategy above outlines the support for staff.</p> <p>Consultation has been undertaken with staff to inform plans of a Commemorative Project. This involved staff (particularly those in front-line COVID areas) being given the opportunity to work with an arts therapist to enable staff to reflect and share their experiences that will inform a commemorative piece for staff and the community. Work is continuing in partnership between the Health Board and Biophillic Wales for the development of green</p>		<p>have now been integrated. This will enable a single point of access for staff, increased resilience and sustainability of services and reduce duplication. Charitable funds, working with the WB service has supported new, secure cycle shelters on all main sites to encourage cycling to work.</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		spaces that staff and patients/families can enjoy outside on the hospital grounds.			
R3	<p><b>Evaluating the effectiveness and impact of the staff wellbeing offer</b></p> <p>NHS bodies should seek to reflect on their experiences of supporting staff wellbeing during the pandemic by evaluating fully the effectiveness and impact of their local packages of support in order to: (a) consider what worked well and what did not work so well; (b) understand its impact on staff wellbeing; (c) identify what they would do differently during another crisis; and, (d) establish which services,</p>	<p>Regular evaluation of service and interventions informs the effectiveness of the service and staff feedback is used to improve the service. The Staff Wellbeing Strategy above highlights those interventions that are being retained, reshaped and implemented to support staff during the Covid-19 recovery period and the attachment below demonstrates the evidence base and evaluation of interventions.</p> <p> Evaluation of Wellbeing interventio</p>	April 22	<p>As outlined in Recommendation 1, support developed during the pandemic has been retained with additional investment within Occupational Health and Wellbeing services.</p> <p>Annual evaluation of outcome measures and participant feedback is included the attached</p>	Exec Director WF&O D

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
	<p>programmes, initiatives, and approaches introduced during the pandemic should be retained or reshaped to ensure staff continue to be supported throughout the recovery period and beyond. NHS bodies should ensure that staff are fully engaged and involved in the evaluation process.</p>	<p><b>Action:</b> to continue evaluating services/interventions to inform ongoing approaches to supporting staff.</p>		<p>report below. This broadly demonstrates the effectiveness of clinical interventions and positive feedback from staff who have undertaken related training with increased confidence to use learning in the workplace.</p> <div data-bbox="1720 1054 1771 1114" style="text-align: center;">  </div> <p style="text-align: center;">Evaluation of WB Service April 21-April</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
R4	<p><b>Enhancing collaborative approaches to supporting staff wellbeing</b></p> <p>NHS bodies should, through the National Health and Wellbeing Network and/or other relevant national groups and fora, continue to collaborate to ensure there is adequate capacity and expertise to support specific staff wellbeing requirements in specialist areas, such as psychotherapy, as well as to maximise opportunities to share learning and resources in respect of more general approaches to staff wellbeing.</p>	<p>The Health Board has a representative from the Staff Wellbeing Service who attends the National Health and Wellbeing Network and other related groups to share learning and collaborate with colleagues across Wales. National offers such as ‘Health for Health Professionals’ have been promoted on the Chief Executives Wellbeing promotional video which is available on social media. Wellbeing data is shared with HEIW and based on HEIW reports, SBU HB signposts a significant number of staff to National Resources such as SilverCloud. Additional psychotherapy and CBT resource has been made available via the Health Board’s Charitable Funds to meet the significant increased number of staff with mental health problems.</p> <p>The partnership working during the pandemic (with colleagues from Learning &amp; Development, Psychology, Chaplaincy and Service Improvement) has been externally validated with the team winning the Best Multi-Disciplinary Initiative in the <a href="#">Personnel Today</a></p>	31/3/22	<p>The Health Board continues to ensure representation from the Staff Wellbeing Service to attends the National Health and Wellbeing Network and other related groups to share learning and collaborate with colleagues across Wales. Developments from the National Group are shared with the HB’s Staff Wellbeing Forum to ensure wider dissemination of information and share learning.</p>	Exec Director WF&OD

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p><u>Occupational Health and Wellbeing Awards</u>, recognising the Health Board's focus on a multi-disciplinary response to staff wellbeing during the pandemic.</p> <p>In addition, the Occupational Health Service won the 'Occupational Health Team of the Year (Public Sector). This collaborative, multi-disciplinary approach continues in order to maximise resource in supporting staff.</p> <p>There is representation from SBUHB as part of national Staff Survey Group, national Healthy Working Relationships Group and Speaking Up Safely Partnership group, commissioned by Welsh Partnership Forum. This enables collaboration and sharing of learning and best practice for the benefit of staff experience, wellbeing and engagement.</p> <p><b>Action:</b> Continue the collaborative partnership working, both Nationally and locally, to maximise resources to support staff.</p>		<p>The Staff Wellbeing SharePoint site on the HB's intranet is regularly updated with general and broader support and advice, including financial advice and local support for the cost of living crisis.</p> <p>The Health Board's new 24/7 mental support, has been publicised to staff via the Intranet and staff wellbeing service, along with national support eg - Canopi.</p> <p>Additional investment within psychological therapies for staff has</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
				<p>enabled increased resource for supporting trauma along the mild-sever continuum and includes enhanced CBT focused trauma therapy, G-TEP and increased EMDR treatment for PTSD. Additional resource has been made available to support staff with anxiety which represents 30% of referrals to the service.</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
R5	<p><b>Providing continued assurance to boards and committees</b></p> <p>NHS bodies should continue to provide regular and ongoing assurance to their Boards and relevant committees on all applicable matters relating to staff wellbeing. In doing so, NHS bodies should avoid only providing a general description of the programmes, services, initiatives, and approaches they have in place to support staff wellbeing. They should also provide assurance that these programmes, services, initiatives, and approaches are having the desired effect on staff wellbeing and deliver value for money. Furthermore, all NHS bodies should ensure their Boards maintain effective oversight of key workforce performance indicators –</p>	<p>The Board and Committees receive regular reports through the agreed governance arrangements. Assurance against the delivery of this report will be provided through the reports to the Workforce and OD Committee and the Audit Committee.</p> <p>A recent audit (Sept 2021) by NWSSP Audit &amp; Assurance of the Staff Wellbeing and Occupational Health services identified no significant issues for reporting.</p>	Current / continued practice	<p>The Board and sub-Committees continue to receive regular reports through the agreed governance arrangements. Assurance against the delivery of this report is provided through the reports to the Workforce and OD Committee and the Audit Committee.</p> <p>Key Performance Indicators related to Staff Wellbeing and Occupational Health are reported to the Workforce and OD Committee and to the joint HR Business</p>	Director of Workforce and OD

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
	this does not happen in all organisations at present.			<p>Partner/Occupational Health meetings.</p> <p>Staff wellbeing support is regularly evaluated (see recommendation 3) to ensure effectiveness and impact and to demonstrate value.</p>	
R6	<p><b>Building on local and national staff engagement arrangements</b></p> <p>NHS bodies should seek to build on existing local and national workforce engagement arrangements to ensure staff have continued opportunities to highlight their needs and share their views, particularly on issues relating to</p>	<p>Internally the HB has well established Partnership arrangements with staff side organisations. Alongside a focus on staff and organisational communication highlighted by the pandemic the importance of maintaining representational opportunities was identified early. Meeting frequency increased immediately to monthly formal meetings and has remained at that level. The HB had a well-established weekly opportunity for</p>	Current / continued Practice	<p><i>Our Big Conversation</i> staff engagement programme was developed as a vehicle to inform and shape the 'Swansea Bay Way' culture – a values driven, quality focused organisation. This is</p>	Director of Workforce and OD

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
	<p>recovering, restarting, and resetting services. NHS bodies should ensure these arrangements support meaningful engagement with underrepresented staff groups, such as ethnic minority staff.</p>	<p>contact with staff side to pick up any and all issues of significance and this too was maintained through the pandemic. Where needed specific meetings were held for example with the HB BAME group to facilitate discussion when needed.</p> <p>SBUHB ran a local COVID-19 Wellbeing &amp; Working from Home Survey from <b>29<sup>th</sup> June 2020 to 31<sup>st</sup> July 2020</b>. During the 5 weeks it was open, there were <b>1,663 responses</b> of which 58% said they currently work from home (all or some of the time) and 42% said they don't work from home. Demographic data was also gathered and used to inform a picture of the impact across protected characteristics. Results were used to inform the work of key stakeholders and many of the actions are outlined below.</p> <p>Consultation has been undertaken with staff to inform plans of a Commemorative Project. This involved staff (particularly those in front-line COVID areas) being given</p>		<p>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>There are 3 phases to the programme:</p> <ol style="list-style-type: none"> <li>1.Current 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 – Staff and Stakeholder engagement</li> <li>2.Engagement on the potential and broad vision and how we get there</li> </ol>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p>the opportunity to work with an arts therapist to enable staff to reflect and share their experiences that will inform a commemorative piece for staff and the community.</p> <p>Work is continuing in partnership between the Health Board and Biophilic Wales for the development of green spaces that staff and patients/families can enjoy outside on the hospital grounds. Staff have been involved in shaping and directing the focus of the work along with being offered the opportunity of planting and maintaining the grounds, organised walks, workshops as part of wellbeing days. Bee keeping in partnership with B-Lines has also been roll-out out on some sites include HQ.</p> <p>Increased engagement with staff networks to create a more inclusive working environment.</p> <p>The achievements of SBUHB's Black, Asian and Minority Ethnic Staff Network and LGBT+ &amp; Allies Staff Network, Calon, include:</p>		<p>3.Set the vision – ensuring longevity</p> <p><i>Our Big Conversation</i> commenced 31<sup>st</sup> October 2022 and the following outlines the main deliverables:</p> <p>A comprehensive communications and promotional plan with over <b>12,000</b> on-line/digital promotions via e-mail, local networks, bulletins, the intranet and weekly staff briefings across phase 1 and 2.</p> <p>Over <b>400</b> face to face promotions across main hospital sites.</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<ul style="list-style-type: none"> <li>• Contributed to the Health Board’s Leadership Touchpoint Inclusion event on 29 January 2021.</li> <li>• Created new section on the Intranet to improve the accessibility of staff network news.</li> <li>• A founding member of our Black, Asian and Minority Ethnic Staff Network was shortlisted for the National BAME Health &amp; Care Awards 2021 in recognition of her work supporting the network.</li> <li>• Increased membership of Calon to 124 members as at 25 October 2021.</li> <li>• Calon network members were part of the All Wales working group for NHS Wales virtual PRIDE</li> <li>• Collaborated with other LGBT Networks.</li> <li>• Tended to a stall at NPTH wellbeing day, supported staff through signposting.</li> </ul> <p>The NHS Wales Staff Survey was held between 4<sup>th</sup> and 24<sup>th</sup> November 2020. 18% (<b>2365 staff</b>) completed the survey and results have been shared widely across the Health Board. A series of virtual engagement sessions called ‘Thinking Allowed’ – Creating with Swansea Bay</p>		<p>Pulse Survey to support widen accessibility and inclusion in engagement. Open 7<sup>th</sup> November to 12<sup>th</sup> December 2022 (5 weeks) and <b>540</b> Pulse Surveys were completed. w/c 28<sup>th</sup> November to w/c 19<sup>th</sup> December</p> <p><b>Phase 1 - 444</b> attended across a total of <b>22</b> face to face and virtual Focus Group sessions, including random sample Focus Groups, Targeted Focus Groups, Open Focus Groups and Walk-in Galleries.</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
		<p>Way Together were held during February and March 2021 to further consult and engage with staff on 3 areas of focused identified from the survey results; Health Working Relationships, Staff Health &amp; Wellbeing and Compassionate Leaders and Managers. <b>229 staff</b> attended and a mirrored engagement programme has taken place across Service Groups all resulting in both a Health Board-wide action plan and local action plans specific to Service Groups and Corporate Directorates monitored through the Health Board Workforce &amp; OD Committee.</p>		<p>Thematic data analysis w/c 9<sup>th</sup> January 2023 to w/c 23<sup>rd</sup> January 2023. Approx. <b>25 hours'</b> worth of Focus Groups data, e-mails and pulse survey open comments – total of <b>96 pages</b> and a word count of <b>47,066</b> to analyse. This resulted in the attached draft report and findings being produced:</p> <p><a href="#">V3 Draft Report - Our Big Conversation Phase 1.docx</a></p> <p><a href="#">Appendix 1 - Demographics Report, Civica.docx</a></p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
				<p>Phase 2 of Our Big Conversation ran during January 2023 and February 2023. <b>212</b> staff, students and volunteers attended across <b>9</b> virtual and face to face Focus Groups.</p> <p>-The data is currently being analysed to inform a practical vision ahead of an 8-week consultation to run up until June 2023.</p> <p>Official relaunch of Staff Networks with role descriptors and Terms of reference to support the</p>	

Ref	Recommendation	Management Response / Action	Target Completion Date	Update Feb 2023	Responsible Officer
				<p>development / progression of these including: BAME, Gender, Neurodiversity, Disability and LGBTQ+ (Calon)</p> <p>Approved SBU HB workforce Antiracist Wales Action Plan publicised and work started to progress actions.</p>	

**Please indicate below how the Board Members Checklist will be used to inform debate within your organisation**

The checklist has been circulated to all Board Members and will be used as a tool to seek assurances and to ask relevant questions at Board and Committee level.

