

<b>MAIN REPORT</b>		ABM University Health Board
<b>Health Board</b>		<b>Date of Meeting: 26<sup>th</sup> January 2017</b> <b>Agenda item: 6 (ii)</b>
<b>Subject</b>	<b>Values Programme Update</b>	
<b>Prepared by</b>	<b>Margaret Lake, Acting Values Programme Lead</b>	
<b>Approved and Presented by</b>	<b>Andrew Davies, Chairman</b>	

## **1. PURPOSE**

To advise Board Members of progress made and plans in place to deliver against actions within the Embedding Values and Sustaining Change Values work programme.

## **2. KEY ACTIVITIES**

### **2.1 Board Development ‘In Our Shoes’ Session**

The Board Development Session held on 1<sup>st</sup> December 2016 was extremely successful. 17 Board Members spent the morning shadowing staff from Princess of Wales Service Delivery Unit and Bridgend Community Services. This was very much appreciated by the staff involved who felt that Board Members gained a valuable insight in to the rewards and challenges of their roles. Feedback at the de-brief session was excellent and it is planned to hold further sessions in 2017

### **2.2 Values Based Recruitment**

The first ‘Values Based Recruitment’ workshops took place on 31<sup>st</sup> October and 4<sup>th</sup> November 2016. The workshops were very well attended by all stakeholders, including patient representatives. Colleagues from Velindre, Powys and Cardiff and the Vale also attended and this was extremely useful in terms of considering an All Wales approach. An ABMU Healthcare Support Worker Values Based Recruitment Pack has been developed and this is going to be piloted early in 2017.

### **2.3 Values Based Induction**

Feedback from those who attend the Values Based Induction is very positive. Since its introduction, in June 2015, over 4000 new starters have attended. However, a recent analysis of data has identified that only 50% of new starters during the period June 2015 to November 2016 have attended. This now requires further investigation and the project plan has been updated to reflect this.

### **2.4 Values Based Performance and Development Reviews**

Data highlights an incremental improvement in PADR compliance each month from April to November 2016 with the current compliance reported at 52.23% (10.45% improvement since Values PADR was introduced in April 2016). Significant improvements in compliance rates for some areas have been recorded since the pilot for values-based group PADR has been extended.

Further training sessions are being held across the Health Board with bespoke sessions being delivered to groups of managers on request. During May to November 2016, 218 managers have been trained, including 102 nursing staff.

## **2.5 Well-being Champions**

The Occupational Health Transformation Project has supported the development of the Well-being Champion role. 110 staff, with the support of their Line Managers, have volunteered to be trained as Wellbeing Champions. Eight workshops have been held with more planned. The Values Programme Lead delivers an 'Our Values' session during the workshop and feedback from the Champions is that it is critical to make the link between embedding the Values and Behaviour Framework with the well-being of staff. The Well-being Champion Network is an important resource in supporting the Values Work Programme and will support the delivery of the 'Team Climate and Culture' Sessions and will also encourage colleagues to complete the 'In Our Shoes 2017' Values Staff Survey.

The Well-being Champion role has been accepted as a Bevan Commission Exemplar and is thought to be the first of its kind in NHS Wales. Evaluation hopes to demonstrate that the role will have met its aims of increasing awareness of Staff Health and Wellbeing services, increasing engagement of teams in Public Health Promotion and other wellbeing campaigns and supporting the health and wellbeing of colleagues in teams and services.

## **2.6 Delivery Unit Values Strategic Bridge Development and Progress**

Service Delivery Units (SDUs) are making good progress with their Values Project Plans. Across all SDUs there are activities and initiatives underway/ in development on an ongoing basis. The Values Programme Team is in the process of meeting with Unit Values leads to develop progress updates. Some examples are:

- Singleton Stronger Together Conference
- Morriston Dragons Den
- Princess of Wales Admin Staff Appreciation Workshop
- Neath Port Talbot Hospital - Prudent Hospital, Bevan Exemplar
- Primary Care and Community Services participated in the Board's 'In Our Shoes' session
- Mental Health and Learning Disabilities has participated in a 2<sup>nd</sup> Session to develop their Values Project Plan

## **2.7 Corporate Teams**

An 'Embedding Values' session for the HR Directorate was delivered in December 2016 and a session is planned for February to include staff working directly to Executive Directors at ABMU Headquarters.

## **2.8 ABMU Staff Story of Engagement**

A Corporate 'Staff Story of Engagement' is being developed to set the background and context for the 'In Our Shoes' staff survey. This is important in helping staff to understand how their feedback can influence change and contribute to service improvement.

## **2.9 'In Our Shoes 2017' ABMU Values Staff Survey**

At all levels within the Health Board, we have been working together to embed 'Our Values' and behaviour framework to further understand and improve the experience of staff working at ABMU. The 'In Our Shoes 2017' survey is the next step.

The Values Programme Team and Deborah Homa of April Strategy have been working closely with Informatics colleagues, the Communications team and Medical Illustrations to prepare for 'In Our Shoes 2017' which will launch on 27<sup>th</sup> February; the survey will run for three weeks. The Programme has set an ambitious target of achieving a 55% response rate. If this is achieved it will be the highest response rate of any NHS Staff Survey nationally. A Communications Plan is in the final stages of development and will offer staff a variety of ways to complete the survey as well as promoting the importance of 'having their say'.

Learning from previous staff surveys and listening events, this survey is focussed on what is important to the workforce. It will explore in more detail what makes a good and bad day at work. There is a growing evidence base that strongly suggests that organisational understanding and improvements in staff experience are essential in improving quality of care and outcomes for patients.

Responses to the survey will be analysed at organisational, corporate and unit levels by April Strategy. Around four weeks after the survey closes the results will be made available. Everyone will have the chance to discuss the results and what they mean. Everyone will be invited to contribute and take part in improvement plans. This will include actions you take as an individual, as part of your team, as part of your unit and as part of ABMU. The aim is that together we can make ABMU a better place to work and be cared for.

## **2.10 Team Climate and Culture Sessions**

In May 2016 Unison, ABMU issues a joint statement which was supported by all staff side organisations with a strong message that bullying and harassment will not be tolerated.

The Team Climate and Culture project will focus specifically on bullying and harassment, violence and aggression. These sessions will start with a presentation before participants are invited to answer a series of specific questions using a voting button. This data will then be analysed to provide more detailed information as to the issues that are being faced.

There are areas of good practice within the NHS; in particular information has been sought from the Royal Free, East Kent Hospitals, and NHS Lanarkshire. In the private sector, M&S has undertaken a programme of work which addresses team culture, climate, bullying and harassment. In all of these areas the programme started with listening events. We have been offered access to all of the resources developed for the project at the Royal Free and this is the model we are adopting.

The project timescales for these sessions have been revised to align with work currently underway within Service Delivery Units and Well-being Champion training. 60 sessions will be delivered across the organisation

Phase 2 of the project will involve analysis of the data and the development of an action plan to respond. There are a number of external training organisations that offer training at a variety of levels, however all the areas of good practice emphasised the importance of keeping an open mind with a focus on listening, engaging, responding and reviewing.

### **2.11 Recruitment of the Values Programme Team**

The Values Project Manager, Debbie Price, joined the team on 7<sup>th</sup> November. Debbie brings with her a wealth of experience in leading organisational change and transformation programmes within the steel industry. The Project Officer has been appointed; Sian Morgan, currently working within Capital Planning, will join the team on 30<sup>th</sup> January 2017. The team is currently occupying space on the 1<sup>st</sup> Floor of Headquarters.

### **3. RECOMMENDATIONS**

The board is asked to note progress made.