

People and Culture

Newsletter | Issue 1 | March 2022



Llunio ein
Gweithlu
i'r Dyfodol
Shaping Our Future
Workforce

NEWSLETTER COMPILED BY THE WORKFORCE & OD TEAMS

WELCOME

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Welcome to the first Edition of the People and Culture Newsletter from your colleagues in the Workforce and OD teams.

At Cardiff and Vale University Health Board we pride ourselves on being a great place to work, train and live, with inclusion, wellbeing and development at the heart of everything we do. We know that to meet our vision of 'a person's chance of leading a healthy life should be the same, no matter who they are' we are dependent on you, our people.

Firstly, I would like to thank all staff for their contribution, especially over the past 2 years.

The People and Culture 3 year Plan has been crafted in line with the Health and Social Care strategy for Wales. Under its 7 themes, we set out our purpose and direction and how we are going to support you in your contribution to the 'Shaping our Future Wellbeing' strategy'. It is our opportunity to improve your experience at work, ensure sustainability of recent improvements and



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confront the challenges that have arisen as a result of the pandemic and recovery period.

It is our commitment to you.

In my earlier blog, I wrote that our organisational strategy is the route to the peak of the mountain -surmounting our obstacles and reaching our goals, with our culture giving us the drive to do so.

This newsletter will both allow us to chart our progress thus far and outline the steps for the next stage of the journey. The aim is to provide updates on 'shaping our future workforce' initiatives that sit within the plan and how they will impact you and your workplace. It will ensure you are aware of what underpins the changes that you may already be or will soon be experiencing each day you come to work.

Each issue will be based on one of the plan's 7 themes - they will be brief, succinct and focus on the bottom line... how you can expect to benefit.

We hope you find the newsletter interesting and relevant. As we progress towards achieving our goals together, your wellbeing and development is our priority.



People and Culture Plan

This Plan is aligned with the Operational plan; thereby ensuring a whole-system approach, that is working at pace to achieve the greatest positive impact, and can adapt to rapid service change and workforce pressures.

It is also aligned a number of key strategic documents. Chiefly, our Shaping Our Future Wellbeing Strategy; the overarching vision for Health and Social Care in Wales set out in A Healthier Wales and the national Workforce Strategy for Health and Social Care; and the UHB Strategic Programmes including Shaping Our Future Clinical Services, Shaping Our Future Hospitals, Shaping our Future Community Services and Shaping Our Future Population Health. Other internal documents have been considered in the development of this Plan, including the Director of Public Health's report into 'Re-imagining Ageing' which demonstrates the importance work has in providing purpose in life for some older people. Consideration is also given to our legislative and regulatory requirement, such as those set out in the Wellbeing of Future Generations Act and the Welsh Language Standards. As such, the Plan aims to deliver an inclusive, engaged, sustainable and responsible workforce, with a greater use of the Welsh language in the workplace, over the next three years and beyond.



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In addition to the challenges brought about by the pandemic and the necessary period of recovery, we, along with the broader NHS in Wales, face social, economic, technological and demographic changes. As a result of this the demographic of our workforce also needs to change, and we must adjust the way we recruit, retain and support our people.

We have a diverse workforce of almost 16,000 staff working in many different types of roles, and together with volunteers, colleagues in social care and carers, we have a huge impact on our population. We must know and understand the shape of our workforce if we are to successfully monitor and revise plans that result in the right workforce at the right time, enabling and empowering the workforce to work to the 'top of their licence' or scope of practice. This means releasing capacity at every level possible to deliver within areas of expertise, while maintaining flexibility to respond to changes as they arise.

To meet our population's health and care needs effectively, we need to ensure that we can deliver our services closer to, or at, home. Attending hospital should only occur when it is not possible to provide care and/or treatment safely anywhere else. Our plan is completely dependent on our workforce being creative and innovative to deliver health and care in different ways, putting the person at the heart of all we do.

The People and Culture Plan is a road-map that will help us improve the experience of our people both now and in the future, while supporting the integration of health and social care services to deliver a seamless, co-ordinated approach from different providers, based on outcomes that matter to the person. Our workforce will be required to embrace new ways of working in teams, across organisations and sectors, aided by technology. There will be opportunities to develop existing roles, building new or advanced roles, skills and capabilities in areas that we have not done so before.



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Through the implementation of this Plan we will harness the right skills, in the right number, at the right time; thereby, reducing duplication and waste and avoiding harm wherever possible.

We want our workforce to be happy, healthy and supported, so that they can in turn, support the wellbeing of the people in their care. We will ensure our workforce is treated fairly and everyone is recognised for the contribution they make. We will also use this opportunity to ensure our workforce is reflective of our diverse population through developing an inclusive culture where diversity is welcomed, and by encouraging our people to deliver care using the Welsh language where needed and as part of their working life.

This Plan is built around 7 themes which are based on the themes set out in the Workforce Strategy for Health and Social Care, with an added emphasis on retention in theme 3 to recognise the importance of retaining our workforce as well as recruiting new people.

Theme 1: Seamless Workforce Models

To support multi-professional and multi-agency working through integration of Health and Social Care services and the development of alternative workforce models.

Theme 2: Engaged, Motivated and Healthy Workforce

To have a workforce that feels valued and supported wherever they work.

Theme 3: Attract, Recruit and Retain

To recruit and retain the right people with the right skills.

Theme 4: Digitally Ready Workforce

To have a workforce that is digitally ready, with both the technology available and the skills to utilise this effectively.

Theme 5: Excellent Education and Learning

To invest in education and learning to deliver the skills and capabilities needed to meet the future needs of the people we care for and support our people to progress their careers.

Theme 6: Leadership and Succession

To have leaders in the health care system who embody inclusive, collective and compassionate leadership.

Theme 7: Workforce Supply and Shape

To have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.



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Engaged, Motivated & Healthy Workforce

An engaged, motivated and healthy workforce is at the heart of developing and delivering quality services that have the most beneficial impact on our patients and communities. Research shows that higher levels of engagement has a direct and positive effect on organisational performance, patient satisfaction and patient outcomes.

Experiencing a pandemic over an extended period of time, on top of already challenging priorities, has massively effected the morale, motivation and health of our workforce. Now more than ever, employee engagement and health and wellbeing needs to be a focus on all agendas.

We will work with key stakeholders, including our staff, clinical boards, trade union partners, local authorities, third sector, and other organisations, to improve the experiences not just our workforce, but of our patients and citizens.

To address these challenges we will:

- Develop and implement an effective engagement framework
- Create an informed and forward thinking wellbeing strategy & plan that has measurable outcomes
- Support a learning culture through developing a coaching approach and reviewing delivery of learning
- Revisit the values to ensure they are understood and part of all we do e.g. values based recruitment, values based appraisal
- Encourage employee involvement and create improved opportunities for feedback that demonstrate 2-way inclusive conversations
- Consider the working environment recognising the impact of working conditions on wellbeing, including physical and behavioural.



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The story so far...

Health & Wellbeing

The following plans are in motion to improve the health and wellbeing of staff:

- We are making improvements to the physical environment in many staff areas, including hydration stations, and investigating possibilities of nurseries for the children of staff.
- We are also looking to enhance Leadership and Management development, by incorporating support for managers around team wellbeing e.g. Having effective wellbeing conversations
- There will be further development of the Occupational Health and Employee Well-being Services and attention given to ease of access to the relevant information for all.

- Additional input into peer support will be made e.g. Schwartz Rounds; trauma management
- There will also be a trial of an engagement tool. The aim will be to capture live, regular feedback around wellbeing to ensure there is appropriate and effective focus.
- Energy and drive will be invested in relationships and communication across the Clinical Boards, to ensure appropriate, timely and effective information is cascaded. The objective being to develop an organisational long-term, pro-active approach to wellbeing, that will include:
 - ways of working
 - learning and development
 - equipment and facilities.

For further information on the support and opportunities available, please [visit the EHWS web pages](#).

The Health Intervention Team are back in action visiting wards and departments across the UHB. The team are providing localised drop in sessions for staff to attend for their own wellbeing. These can be arranged by contacting the team directly either on Twitter @HIT_CAVUHB or on email emily.hughes@wales.nhs.uk



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Do you want to improve your skills using Office 365 applications?

If so, come and join the Office 365 Training group on Microsoft Teams.

Training will be delivered monthly, with sessions aiming to be short and sharp, each lasting for approximately 20-30 minutes, with time for Q&A. There will also be opportunities for members of the group to submit requests for future training sessions.

When you join the group, you'll get access to the network, the calendar of training events, recordings of previous sessions and the portal to submit training requests. To join:

1. Open Microsoft Teams and choose "Teams" from the sidebar, on the left.
2. Click "Join or create a team" in the bottom left corner of the screen.
3. In the box titled "Join a team with a code, enter xuq1irl then click "Join team".
4. The team will now appear in your list of Teams.

If you have any questions or queries about this training offering, please get in touch with James Gibbons (James.Gibbons@wales.nhs.uk) either via Teams or email.

Love for the Language

There has never been a better time to learn Welsh or develop your confidence in using your Welsh skills. Learning Welsh or improving your Welsh Language skills is very beneficial for your wellbeing and the patients in your care.

It's been recognised that learning a language can help with your cognitive abilities and reduce stress. Mastering a new skill, particularly one that's mentally more challenging and requires mental energy like learning a second language, leads to greater success, pride, and overall well-being.

"I was just so glad to hear someone speaking Welsh; I'll never forget that"

It can also help with improving your abilities to provide patient care. Allowing them to communicate or just recognising their preferred language of Welsh can help reduce stress and anxiety. Many patients have feedback on how important it was for them to be able to use the Welsh Language whilst receiving care from us.

"If the doctor could speak Welsh, I would be able to feel quite close to him"



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A diverse range of class-based or online learning is available for staff to access and enjoy. If you would like to start the journey in learning Welsh or developing your confidence, then please visit the [Welsh Learning sharepoint page](#).

Good News Stories

The Medicine Clinical Board Professional & Practice Development Nurses (PPDN) re-established regular Health Care Support Worker training dates in 2021. These training dates cover topics raised by ward managers and issues highlighted on incident forms. Together with the Health Intervention Team a wellbeing session was introduced, this allowed HCSWs a safe space to talk about their careers, organisational development, reflections on practice and self-care.

PPDN Sam Hughes states:

“the HIT team have been a fantastic support to the HCSW’s in Medicine, we have had positive feedback from every session they have attended and the staff appreciate a safe space to discuss their experiences from ward environments”.

Health Intervention Co-ordinator Stewart Attridge is eager for other areas to embrace similar initiatives, “HCSWs form a large proportion of the workforce, they are key to patient satisfaction and could help to fill future roles in the organisation. They deserve respect and the opportunity to discuss their concerns”. For insight into how the team can help in your area please contact Stewart Attridge or Katy Evans.

Inclusion

Equality Calendar Now Available

This [awareness raising calendar](#) has been developed as a resource for UHB staff and demonstrates a visible commitment to respecting, embracing and celebrating diverse communities, cultures and faiths. It offers a collection of key dates and events which reflect the diverse local population of our workforce, patients and public.

The calendar has been designed to:

- Help staff consider when to schedule appointments and home visits and avoid the wastage of appointments
- Break down barriers and foster an inclusive environment
- Encourage wellbeing and Promote NHS Values
- To support you in organizing diversity and inclusion campaigns, events, and activities locally



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Update on a page

Seamless Workforce Models

Workforce support to the Community and wellbeing Centres and Hubs Rehabilitation Programme which includes six workstreams; Keeping me Well, Living Well, Recovery and Wellbeing College, Long Covid Rehab, Prepare Well Orthopaedics and Prepare Well Cancer.

Excellent Education & Learning

Training and Education developing a Cardiff and Vale UHB Centre of Excellence website.

Inter-professional student placement project has commenced with Cardiff University and Cardiff Metropolitan University.

Attract, Recruit and Retain



Progressing recruitment fast tracking to assist with service pressures.

During Dec/ Jan - 351 vaccinators were appointed to the Bank/ 52 Admin/ Booking Centre staff were appointed to support the expanded vaccination programme.

This will be the theme of the next issue.

Leadership and Succession

2 x management programmes are running, which incorporate sessions on value and wellbeing.

Phase one of the coaching network has commenced providing coaching to Ward Sisters and deputies.

Building a Digitally Ready Workforce

Fully/ part funded places are available to undertake a qualification in digital transformation with the University of South Wales.

Workforce Supply and Shape

ESR improvement work is progressing to update ward establishments which will improve workforce vacancy data.



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