

Maturity Matrix TI Leadership and Culture Self-Assessment and Evidence – **Overall Score Level 1 Basic, July 2020**

Criteria	Evidence	Outcomes and Measures	Self-Assessment Score and Comments
<b>Leadership capacity, capability and development</b>	<ul style="list-style-type: none"> <li>• Organisational structure and vacancies</li> <li>• Review leadership development and training programmes</li> <li>• Management development offering and recommendations paper</li> <li>• Review leadership and management development offering across NHS Wales</li> <li>• Succession planning documents and programmes</li> <li>• Talent management plans and documents</li> <li>• Staff survey's – information and intelligence/feedback about leadership</li> <li>• PADR in place for all staff and evidence that the development plans are being delivered</li> <li>• Command and Control Structure implemented (in response to COVID-19) with empowerment and clinical leadership to Bronze, Silver</li> <li>• New Operating Model Implemented (largely) on 1 April to include a clinically led ILG structure, Clinical Leadership Systems Group Directors in the process of being appointed to.</li> <li>• Appointments made into senior leadership roles</li> <li>• Commitment to develop both management and leadership (to include clinical leadership) capacity and capability across the Health Board</li> <li>• A number of bespoke interventions have been implemented including:               <ol style="list-style-type: none"> <li>1. Board Development (Deloittes)</li> <li>2. Executive Team Development (Lifetree)</li> <li>3. Consultant &amp; Senior Midwives Leadership Programme (Roffey Park)</li> <li>4. Band 7 Midwives Leadership programme (Roffey Park)</li> </ol> </li> </ul>	Being developed	Level 2 Early progress

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	<p>5. Mindset for growth &amp; care for all maternity staff (Mindset Practice)</p> <ul style="list-style-type: none"> <li>Paper drafted outlining the scope for a management and leadership development programme to be designed and implemented on a Health Board wide basis. This will be a three phased approach: <ol style="list-style-type: none"> <li>Essential management skills</li> <li>Enhanced management skills</li> <li>Leadership development</li> </ol> </li> <li>Options appraisal undertaken for the delivery of Essential management skills. Decision required on preferred approach.</li> <li>Greater leadership visibility across the Health Board with clinically led ILG structures in place across all three locality sites</li> </ul>		
<b>Values and Behaviours</b>	<ul style="list-style-type: none"> <li>Let's Talk Culture Staff survey – 35% response rate</li> <li>Let's Talk Culture listening Workshops with staff and patients - Round 1 – circa 450 attendees</li> <li>Let's Talk Culture listening Workshops with staff and patients - Round 2 - circa 400 attendees</li> <li>Communication Materials - Chief Executive blog, staff website landing page &amp; social media coverage, posters, flyers, pull up banners etc</li> <li>Forward schedule for next set of workshops in place with various communications to staff and managers</li> <li>Framework for CTM new normal to build in relevant aspects values and behaviours work</li> <li>COVID-19 Lessons Learnt log to be used to help shape and inform future values and behaviour work.</li> <li>Co-created draft set of values and behaviours developed building on all previous insight work</li> <li>Plan in place has been implemented to (June 2020):</li> </ul>	Being developed	Level 2 Early Progress

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	<ol style="list-style-type: none"> <li>1. share draft values and behaviours with staff and check these remain relevant – recognition that these might need some refinement post Covid (greater need for wellbeing for example)</li> <li>2. Analyse feedback and produce final iteration of values and behaviour statements</li> <li>3. Create values visual identity in order to bring them to life</li> <li>4. Develop a launch campaign for the new values and behaviours to include an employee experience mapping exercise in order to embed the values at key touch points for example attraction, recruitment, on-boarding, learning and development.</li> </ol> <ul style="list-style-type: none"> <li>• Engagement process to co-create values and behaviours has now concluded with 6,500 contributions in total. This is summarised below: <ol style="list-style-type: none"> <li>1. October 2019 – Staff Survey, 4,070 responses</li> <li>2. October 2019 – Patient Survey, 215 responses</li> <li>3. November 2019 – Staff Workshops, 402 attendees</li> <li>4. November 2019 – Patient Workshops, 18 attendees</li> <li>5. February 2020 – Co-creation Workshops, 145 attendees</li> <li>6. March 2020 – Draft Values Survey, 150 responses</li> <li>7. PAUSE</li> <li>8. June 2020 – Shape your Workplace Survey, 1,414 responses</li> <li>9. July 2020 – Focus Group, 16 attendees</li> <li>10. July 2020 – Workshop Group, 15 attendees</li> </ol> </li> <li>• Final iteration of Values and Behaviours to be presented to Management Board for approval on July 22 prior to seeking Board approval.</li> <li>• Campaign to launch the Values and Behaviours will follow</li> </ul>		
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<b>Inspired Shared Purpose</b>	<ul style="list-style-type: none"> <li>• Learning from external development reviews e.g. Executive Development</li> <li>• Learning outcomes from executive development days with Lifetree</li> <li>• Vision and Mission for CTMUHB developed as part of the IMTP 2020/21 – 2022/3 process.</li> <li>• Strategic objectives developed and approved</li> <li>• Integrated Health and Care Strategy drafted</li> <li>• Executive involvement in the corporate induction</li> </ul>	Being developed	Level 1 Basic
<b>Employee Experience</b>	<ul style="list-style-type: none"> <li>• Employee Experience Steering group terms of reference agreed</li> <li>• Employee Experience Steering Group Chaired by the Independent Member Champion / Vice Chair in place and supported by Senior staff from across the Health Board</li> <li>• Employee Experience paper and proposed programme structure – agreed and in place</li> <li>• Established Employee Experience activity group</li> <li>• Interviews/focus groups with staff</li> <li>• COVID-19 Wellbeing response to include:</li> <li>• VIVUP Health and Wellbeing services have been set up for free for NHS staff, which includes 24/7 telephone support and counselling for 3 months.</li> <li>• Onsite Psychological support</li> <li>• Systemic Psychotherapist supporting staff and managers.</li> <li>• ITU and A&amp;E staff are currently being supported by a Clinical Psychologist</li> <li>• Weekly blog is currently being completed by Dr Clare Wright, Clinical Psychologist</li> <li>• Wellbeing resources are currently being drip fed via staff Facebook and SharePoint on a weekly/ twice weekly basis.</li> <li>• Occupational Health lead has held wellbeing psycho-educational sessions with numerous staff, to look at the behavioural patterns, values, interpretation of events, and life outlook of individuals who are adjusting to a challenging environment</li> </ul>	Being developed	Level 1 Basic

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	<ul style="list-style-type: none"> <li>• Free access to Headspace for free until 31 December 2020. Headspace is a provider of mediation and mindfulness that provide 1000+ hours of mindfulness and sleep content plus mini exercises for busy schedules.</li> <li>• Counsellors and similar professionals recruited to help establish a listening telephone helpline for staff who are experiencing emotional distress.</li> <li>• Promote HEIW developed series of resources, toolkits and guidance in partnership with staff and health and wellbeing leads across NHS Wales and Trade Union Partners.</li> <li>• ‘Wellbeing and recharge Rooms’ established in each Locality and areas for staff to have a quiet moment. These are drop in sessions where staff can pick up information about the resources available to them.</li> <li>• Mindfulness Sessions have been held on all district general hospitals aimed at teaching attendees some simple skills to help manage day to day issues and concerns productively</li> <li>• New wellbeing website set up</li> </ul>		
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