

Management Response – Taking Care of the Carers?

Health Body: Cwm Taf Morgannwg University Health Board

Completion Date: 30 November 2021

Ref	Recommendation	Management Response / Action	Target Completion Date	Responsible Officer
R1	<p>Retaining a strong focus on staff wellbeing 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 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</p>	<p>The wellbeing of CTMHB workforce is central to plans to support the organisation to recovery from COVID-19. The Wellbeing service provides an evidence based stepped care approach providing a range of services at three levels of increasing intensity – I am well and want to stay well, I am beginning to struggle and I am struggling with my emotional wellbeing.</p> <p>COVID-19 Risk assessment tool forms part of the CTMHB suite of statutory and mandatory training with a requirement for staff to refresh every 6 months. Compliance is reported at a Health Board level and by ILG to enable regular monitoring of compliance. The</p>	Refreshed 6 monthly	Karen Wright

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	to safeguard and support staff identified as being at higher risk from COVID-19.	tool is also used as an important part of the process to determine whether Clinically Extremely Vulnerable colleagues are able to work in their substantive position or supported with redeployment opportunities.		
R2	<p>Considering workforce issues in recovery plans</p> <p>NHS bodies should ensure their recovery plans are based on a full and thorough consideration of all relevant 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>The wellbeing of CTMHB workforce is central to plans to support the organisation to recovery from COVID-19. This is evidenced by the investment and scale of input and support provided by the Wellbeing Team to the workforce. Wellbeing will feature strongly through the IMTP to ensure that all colleagues feel supported in their work and able to access appropriate support depending upon their needs.</p>	March 2022	Helen Watkins

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R3	<p>Evaluating the effectiveness and impact of the staff wellbeing offer</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, 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>UHB wide staff survey completed in Aug-Sept 2021 assessed the emotional wellbeing of staff and specifically asked for feedback on current wellbeing services and what more can be provided. Over 2,200 staff participated and gave their insights. In response to the data additional wellbeing workshops on managing sleep and unwinding after work have been developed and are being launched in December 2021. The survey will be repeated again in July 2022</p> <p>Our Employee Assistance Program (Vivup) provision's activity and clinical outcome data is reviewed on a quarterly basis and we are currently satisfied that it continues to meet the counselling needs of our staff.</p> <p>All Wellbeing service offerings are subject request participant feedback and are regularly reviewed, amended and additional services are provided in response.</p>	<p>Dec 2021</p> <p>July 2022</p> <p>Next review Jan 2022</p> <p>Ongoing</p>	<p>Clare Wright Strategic Lead for Wellbeing</p>

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		<p>As part of the Employee Experience work stream, members of the wellbeing service also regularly meet with staff to hear their views on wider issues that impact wellbeing including environmental, people, and process issues.</p>		
R4	<p>Enhancing collaborative approaches to supporting staff wellbeing 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 wellbeing services receives regular updates and information from HEIW and other relevant national groups. The Strategic Lead for Wellbeing also regularly communicates with and shares information, ideas and learning with her colleagues in equivalent roles in WAST, Hywel Dda UHB and Swansea Bay UHB.</p>	Ongoing	Clare Wright Strategic Lead for Wellbeing

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R5	<p>Providing continued assurance to boards and committees</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 – this does not happen in all organisations at present.</p>	<p>The Wellbeing Service reports on a quarterly basis to the Employee Experience and Wellbeing Steering Group, which reports, in turn, to the People and Culture Committee.</p>	<p>Ongoing</p> <p>Next committee February 2022</p>	<p>Michelle Hurley-Tyers Assistant Director if OD & wellbeing</p>

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R6	<p>Building on local and national staff engagement arrangements</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 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>The Employee Experience and Wellbeing services engage regularly with staff to canvass their views on what more can be done to promote their wellbeing in work and enhance their experience of working for CTM.</p> <p>We work alongside and in collaboration with the BAME network, for example, putting on specialist training for them in providing peers support. We are currently undertaking a series of face to face Wellbeing Workshops with Catering and Portering staff whose lack of access to technology makes it harder for them to engage with our services electronically.</p>	<p>Completed October 2021</p> <p>December 2021</p>	Dr Clare Wright

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

Checklist

- 1. What wellbeing services does the health body currently offer to staff? – Please see Care pathway document and summary sheet**

2. How much do they cost?

£22,000 per annum for Vivup plus the cost of the Wellbeing service. Additional wellbeing events have been financially supported by the Wellbeing Charitable fund.

3. How accessible is the health body's current staff wellbeing offer?

Current wellbeing services are accessed via self-referral, although managers and Occupational Health can also refer to the services but this is not required. The biggest challenge to staff accessing the service is lack of awareness of it. Information about the wellbeing services is promoted via CTM SharePoint and Internet sites, Staff Facebook and Twitter accounts. It is also cascaded to managers via the Integrated Locality Groups.

The wellbeing service spent a week in October visiting sites to engage staff and promote the service. They have also recruited 67 wellbeing champions to promote services in their local areas. However, there remain areas within the Health Board that still lack awareness. The Communications team have appointed a member of their team to work specifically with the Wellbeing Service to promote it and address this issue.

4. How effective is the health body's current staff wellbeing offer?

This is assessed via regular UHB wide wellbeing surveys, the most recent of which was conducted in Aug-Sept 2021. Staff feedback is requested at the end of every intervention that the wellbeing service provide. A data base is kept of responses received and used to review the Wellbeing offerings on a regular basis. Clinical Activity and Clinical Outcome data from the EAP is reviewed on a quarterly basis.

5. Which wellbeing services should the health body offer to staff in the short-, medium-, and long-term?

The initial responses of providing counsellors available in recharge rooms at the start of the pandemic was piloted and found to be inappropriate to the needs of staff. Interventions promoting positive wellbeing were offered in their place and well received at the start of the pandemic. While support to maintain emotional resilience and to promote and practice the 5 Ways to Wellbeing remain important to those with good emotional wellbeing, additional services are required and now being offered, in the medium term to manage the after effects of employee experiences during the pandemic. The wellbeing service now regularly provides debriefs following traumatic and distressing experiences during the pandemic, is supporting staff with Long Covid via emotional peer support groups and is working with staff with Long Covid, or who are

Clinically Extremely Vulnerable, to help them to settle back into work. For some this has involved them being redeployed which has been difficult for them.

More longer term the Wellbeing Service plans to provide healthier lifestyles sessions to support staff to make healthier food choices, lose weight, engage in more physical activity and address behavioural patterns or unhelpful relationships with themselves or others, which promote unhealthy lifestyles. This is due to launch in January 2022. The service is also looking to support staff to recover from exhaustion and chronic work related stress which was reported in the Sept Staff Wellbeing Survey. Relationships within services between staff are fractured in places, due to the ongoing nature of work-related stress. Work will be required to support staff to recover relationally, as well as emotionally and physically from the impact of the pandemic.

- 6. How should the health body deliver its wellbeing offer to staff?**
- 7. How should the health body continue to engage with staff?**
- 8. What assurance does the Board require going forward?**