CTM 2030
**Ein Hiechyd
Ein Dyfodol**
DATBLYGU CYMUNEDAU
IACHACH GYDA'N GILYDD

CTM 2030
**Our Health
Our Future**
BUILDING HEALTHIER
COMMUNITIES TOGETHER

CYNNAL EIN DYFODOL
SUSTAINING OUR FUTURE

YSBRYDOLI POBL
INSPIRING PEOPLE

GWELLA GOFAL
IMPROVING CARE

CREU IECHYD
CREATING HEALTH

(Agenda Item)	(Date of Meeting)	People and Culture Committee	Update on Ty Llidiard Improvement

		Impact Assessment:	
FOI Status:	Open (Public)	Indicate the Quality / Safety / Patient Experience Implications:	There is a direct link between good leadership and good staff experience and patient experience / quality of care
If closed please indicate reason:	N/A	Related Health and Care Standard	e.g. Governance, Leadership & Accountability
Prepared By:	Lisa Davies,	Has an EQIA been undertaken?	No – there are no planned changes to service provision
Presented By:		Are there any Legal Implications /Impact.	No
Approving Executive Sponsor:	Lauren Edwards, EDOTH	Are there any resource (capital/Revenue/Workforce Implications / Impact?	Yes – Calm and Confident Leadership and Culture is workforce dependent
Report Purpose	For Noting	Link to Strategic Goals	Inspiring People Improving Care
Engagement undertaken to date:	Ty Llidiard Improvement Board WHSSC Escalation Meeting		

Objectives

Workstreams

Ty Llidiard Improvement Plan aims to implement an improvement approach that is a whole system approach, centred around the needs of the child/young person and empowers all those involved to be change agents

Caring and Compassionate safe and effective care

- To ensure there is a comprehensive and robust multi-disciplinary clinical leadership team who will lead a multi-disciplinary workforce to best meet the needs of the young people and to support good patient experience and outcomes
- To embed a whole system approach to care and treatment planning and risk assessment and ensure these are up to date, coproduced, individual and person centred and meet the best practice guidelines as set out in the Mental Health (Wales) Measure 2010.
- To create an effective MDT infrastructure to support daily review of care and treatment planning and inform therapeutic interventions
- To ensure there are appropriate processes and policies that support safe and effective care delivery
- To create a training strategy to support all staff to provide safe and effective care delivery

Calm and Confident Leadership and Culture

- To create a psychologically safe environment where staff feel that their voices are heard
- To create an ethos of collective and calm leadership where everyone takes responsibility for delivering safe, reliable and effective care for patients
- To cultivate a culture of openness, transparency and confidence where our values and behaviours are a lived reality for our managers and our colleagues

Environment/estate fit for purpose

- The environment is safe for colleagues and young people and is conducive to therapeutic care and recovery

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Work stream theme: Calm and Confident Leadership and Culture	Lead: Lisa Davies, Clinical Service Group Manager
Vision	The Ty Llidiard Calm and Confident Leadership and Culture Improvement work stream aspires to an exemplar level of maturity, as outlined in the Health Board's Leadership and Culture maturity matrix. The aim is to build leadership capacity, capability and development; instilling the values and behaviours of the organisation; empowering our colleagues and coproducing with stakeholders a shared purpose; and ultimately improving staff experience.
Objectives	1. To create a psychologically safe environment where staff feel that their voices are heard 2. To create an ethos of collective and calm leadership where everyone takes responsibility for delivering safe, reliable and effective care for patients 3. To cultivate a culture of openness, transparency and confidence where our values and behaviours are a lived reality for our managers and our staff
Metrics	• Staff experience survey metrics • Evidence of learning and implementation of improvement initiatives • Staff attendance and evaluation at workshops and programmes • Terms of reference for meetings; forums reflect agreed standards

Ty Llidiard Improvement Board

Work stream: Calm and Confident Leadership and Culture

Work stream lead: Lisa Davies

Delivery Confidence

In progress against metric targets

Objective: To create a psychologically safe environment where staff feel that their voices are heard

Progress and Achievements:

- Information has been collated on the meetings in place currently and draft approach has been shared and discussed with LMT
- Feedback from some colleagues from the 4Cs listening event on what they feel they need
- Proposal for Head of Nursing to support supervision of newly qualified and new starters
- Feedback being gathered from all colleagues on the values and behaviours of the organisation
- Recruitment has been successful incorporating info from 4Cs
- Away session for LMT and SMT taken place reflecting on feedback from colleagues on values and behaviours and culture of the unit

Actions for next 1-3 months:

- Agree actions from the survey and share with colleagues
- Plan a programme of OD support for leadership team
- Implement the proposal to supervision based on colleague feedback
- Consider further options for recruitment including advertising for HCSW apprenticeships

Actions outstanding/delays to progress

- None to date

Escalations/support required

- None to raise

Risk	Mitigation	RAG
Staff feeling unable to share their concerns or concerns	Leadership and engagement model	Awaiting start of Medical and Therapies Leads

Ty Llidiard Improvement Board

Work stream: Calm and Confident Leadership and Culture

Work stream lead: Lisa Davies

Delivery Confidence

In progress against metric targets

Objective: To create an ethos of collective and calm leadership where everyone takes responsibility for delivering safe, reliable and effective care for patients

Progress and Achievements:

- Recruitment into the Head of Nursing post
- Information around different improvement methodologies shared with staff leading on specific areas
- Structures set up to involve and include as many colleagues as possible in the improvement work
- Head of Nursing started in post on 1st August
- Medical Lead appointed in August
- Initial away session has taken place in September with good engagement and feedback on areas that are positive and areas for improvement

Actions for next 1-3 months:

- Series of 'Away sessions' for LMT and SMT to consider approach, roles and responsibilities informed by feedback from colleagues. Understand the individuals needs within the team and the support they require
- Planning of whole service away day event for December to bring colleagues together
- Approach to supporting colleagues with being engaged and involved in quality improvement
- Implement communication plan around leadership and improvement work

Actions outstanding/delays to progress

- None to raise

Escalations/Support required

-

Risk	Mitigation	RAG
Skills of staff to implement this approach	Support from W&OD to support approach	

Ty Llidiard Improvement Board

Work stream: Calm and Confident Leadership and Culture

Work stream lead: Lisa Davies

Delivery Confidence

In progress against metric targets

Objective: To cultivate a culture of openness, transparency and confidence where our values and behaviours are a lived reality for our managers and our staff

Progress and Achievements:

- Improvement against key workforce metrics including reduction in sickness; improvement in appraisal and mandatory and statutory training compliance
- All stakeholders were encouraged to attend and feedback at the 4Cs listening event in April and feedback received on what we do well and areas for improvement
- Involvement of colleagues in improvement work on a weekly basis
- Improvement in turnover rates
- Feedback from colleagues on the culture and values and behaviour is positive and clear areas for improvement

Actions for next 1-3 months:

- Implement weekly drop in clinics
- Identify and implement actions from the survey and share these with all colleagues
- Stakeholder workshop with WHSSC to be planned for October (date to be confirmed)
- Consideration of how to get further feedback from colleagues and their involvement in improvement projects

Actions outstanding/delays to progress

- None to raise

Escalations

-

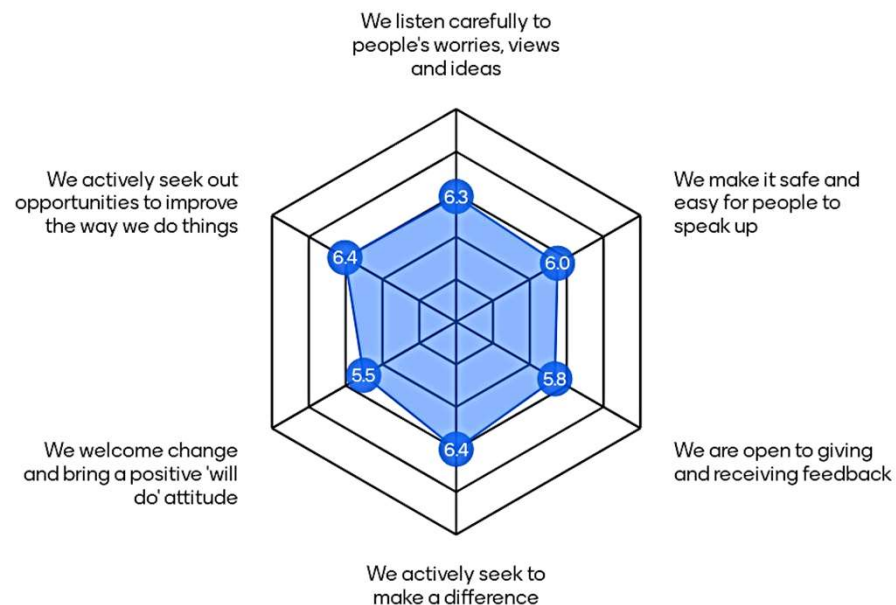| Risk	Mitigation	RAG

Progress to date

-   Recruitment to key clinical leadership posts

-   Recruitment into nursing posts

-   Recruitment into new therapies posts

-   Development of 4Cs philosophy and stakeholder feedback around this work

-   Improvement Board set up and feeds into escalation process

-   Values and Behaviours leadership feedback set up
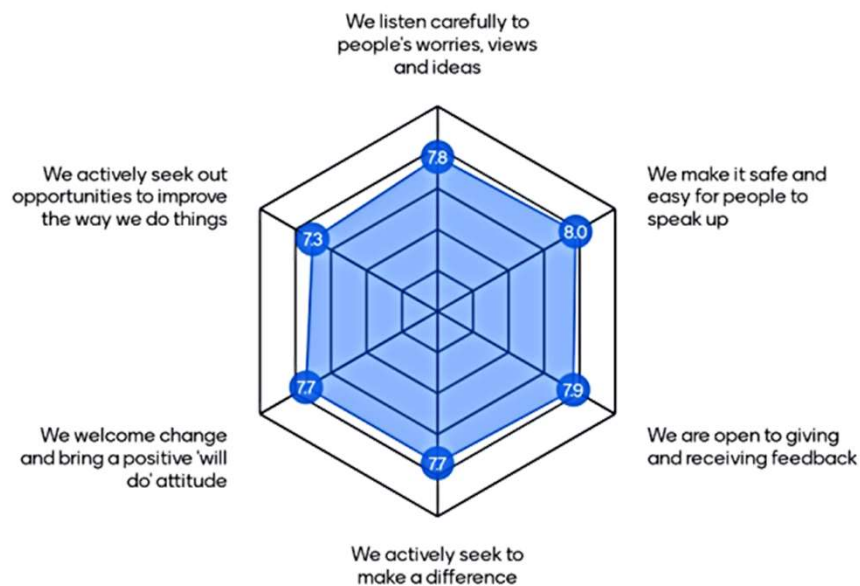
We Listen, Learn and Improve

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Management Team

Your Team

What observations do you have about how the management team are demonstrating the value 'We Listen, Learn and Improve'?

Positive Team Comments

My observations are that there is a willing to listen, learn and improve and management are keen to improve the service with taking into account staff views

I feel that things are improving, particularly the culture, there is still little feedback from LMT/SMT. Communication pathways could be improved but the management team are approachable and supportive.

I feel the management team are demonstrating this and are very open to suggestions and improvement methodologies. There feels to be a real commitment to the development of staff.

What observations do you have about how the management team are demonstrating the value 'We Listen, Learn and Improve'?

Negative Team Comments

Too much unneeded paperwork - we did over 20 pre leaves in one day. Too much paperwork like this means more nurses in an office opposed to being out with kids doing MSEs/engagement sessions
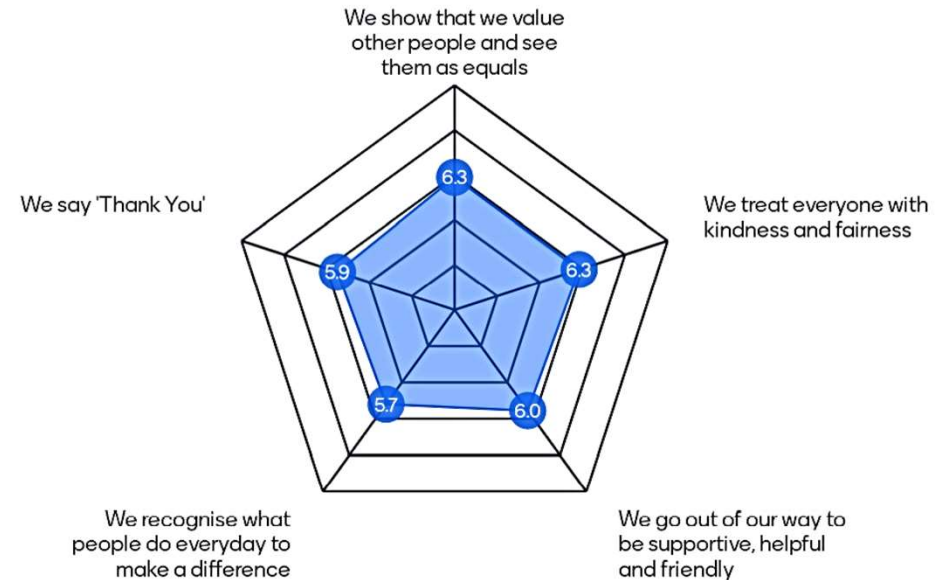
I'm not sure who 'we' is...? My immediate manager listens to me well but I don't really know who's who and who does what in terms of management

Lack of consistency - decisions being changed all the time by MDT

We Treat Everyone With Respect cwmtafmorgannwg.wales
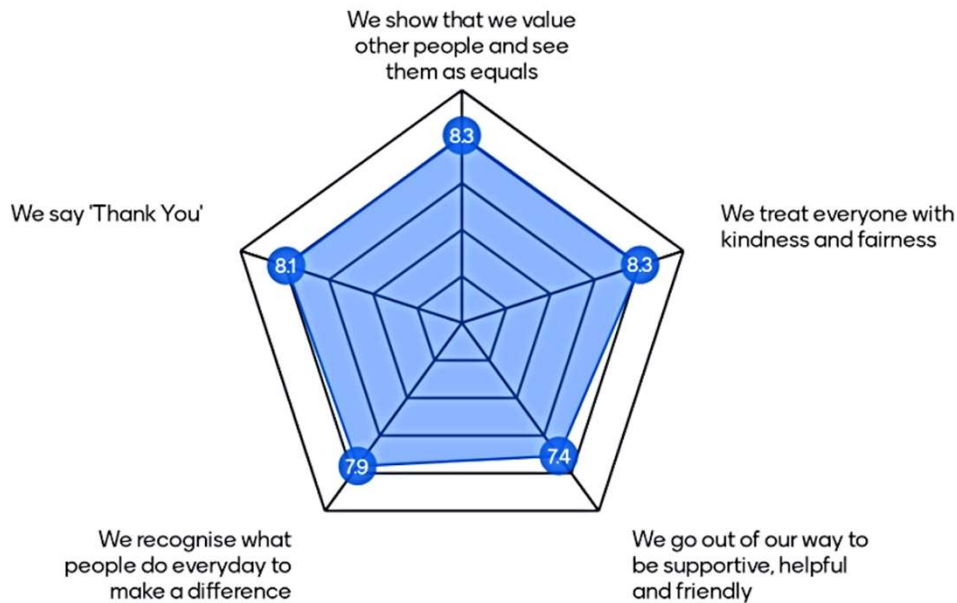
Management Team

Your Team

What observations do you have about how the management team are demonstrating the value 'We Treat Everyone With Respect'?
Positive Team Comments

Treating people how you wish to be treated with dignity and respect, I feel that this is demonstrated daily

There has been a big improvement

The team considers everyone's views despite some differences of opinions,

What observations do you have about how the management team are demonstrating the value 'We Treat Everyone With Respect'?

Negative Team Comments

No real understanding of all different professions within multidisciplinary team, leading to a feeling of disrespect within staff groups

Feel like most feed back from management is negative. Lots of pressure on nursing staff to constantly oversee other staff which is tiring as we have individual work to continue with.

Not always welcoming to new ideas or suggestions on how to improve staffs experience - big observation is that many staff are not having a work life balance - 12 hour shifts have been continually asked and rejected - so staff are leaving the job
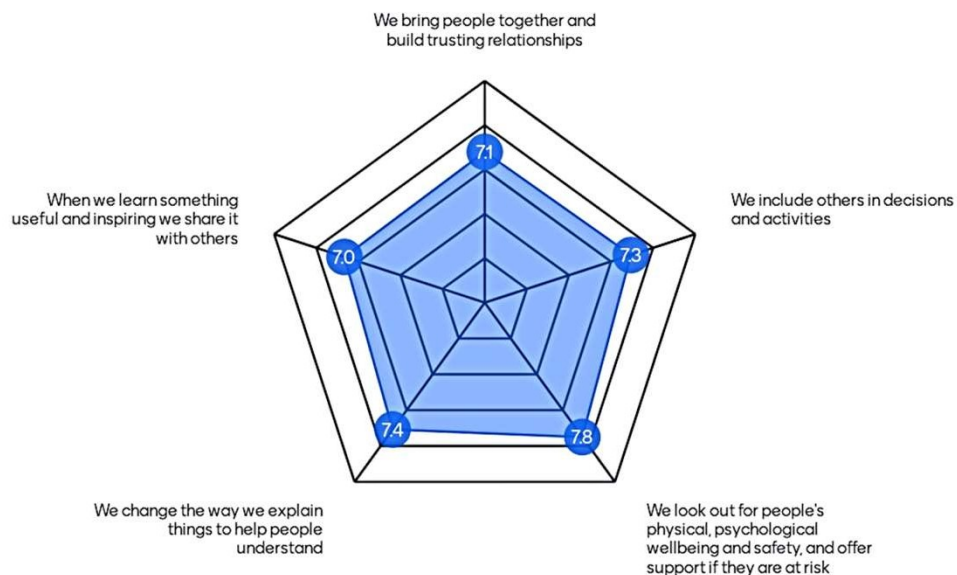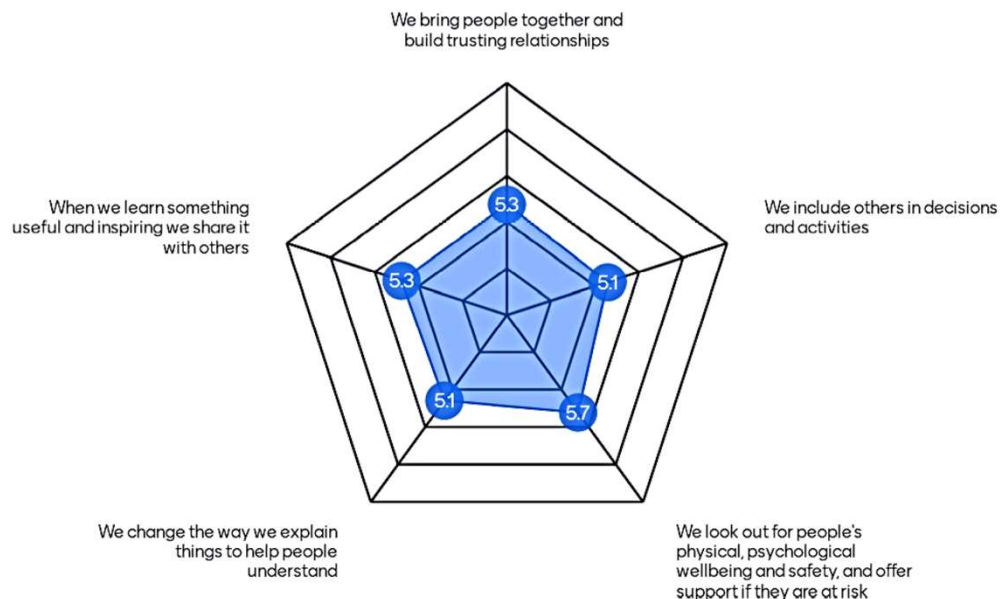
We All Work Together As One Team

Management Team

Your Team

What observations do you have about how the management team are demonstrating the value 'We All Work Together As One Team'?

Positive Team Comments

We get the opportunity daily during MDT discussions to work together as a team to support patient care

There is now more of a team feeling about the place

I feel that the management team strive hard to bring staff together as a team

What observations do you have about how the management team are demonstrating the value 'We All Work Together As One Team'?

Negative Team Comments

New things implemented- no staff training on them - we are expected to just know how to use

Not always fair treatment among the team
Workload not always shared fairly
Communication- information not always shared effectively

We don't get to see managers together addressing the team 'as one' this would create more unity

Next steps

1. Improve the way we communicate with colleagues:

   - Variety of ways to share information; continue to listen and communicate updates

2. Valuing and recognition of colleagues:

   - Design of different events and wellbeing initiatives

   - Reflection and supervision space

3. Development of how we work as one team:

   - Team Ty Llid events – away day; team meetings

   - Shared space

   - Weekly improvement meetings and development of improvement understanding

4. Leadership team W&OD team building sessions

Recommendation:	The Board or Committee are asked to:
	• *Note the progress.*

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