



4.3

09/11/22

People & Culture
Committee

Pathology – A road to recovery.

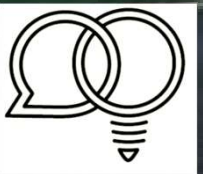
Report Details:

FOI Status:	Open (Public)
If closed please indicate reason:	Not Applicable
Prepared By:	Fiona Thomas – Interim CSGM Pathology
Presented By:	Fiona Thomas – Interim CSGM Pathology
Approving Executive Sponsor:	Hywel Daniel, Executive Director for People
Report Purpose	For Discussion For Noting
Engagement undertaken to date:	

Impact Assessment:

Indicate the Quality / Safety / Patient Experience Implications:	Improving Culture Leadership Quality & Safety
Related Health and Care Standard	Governance, Leadership & Accountability
Has an EQIA been undertaken?	No – OD initiative
Are there any Legal Implications /Impact.	No
Are there any resource (capital/Revenue/Workforce Implications / Impact?	Long term – Improved culture, reputation, recruitment & retention.
Link to Strategic Goals	Sustaining Our Future Inspiring People Improving Care Creating Health

Pathology – A Road to Recovery 2022



People & Culture Committee – 9th November 2022

START

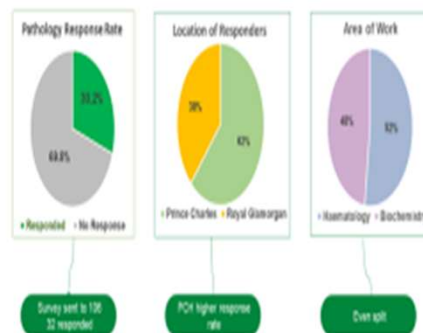
CTM Pathology Service

- Diagnostics, Therapies and Specialities Care Group
- 4 Distinct Sub Specialities – Cellular Pathology & Mortuary, Haematology, Biochemistry & POCT & Microbiology.
- Total staff group of 250 WTE
- Cellular Pathology & Mortuary - 45
- Haematology - 82
- Biochemistry & POCT - 55
- Microbiology – 36
- Administration & Clerical – 13
- Work across all sites
- Biochemistry, POCT & Haematology – RGH & PCH
- Cellular Pathology & Microbiology – RGH
- Mortuary – RGH, PCH & POW.

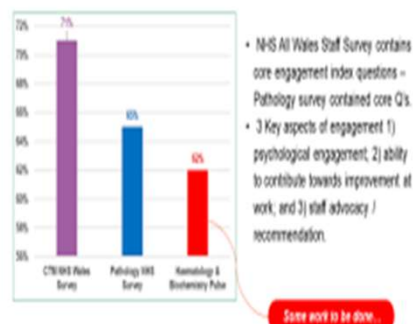
Culture Concerns

- 2019 – Increasing concern regarding staff retention issues and poor culture developing with Pathology
- HR intervention & support
- NHS Wales Staff Survey
- CTM Pulse Survey – Haematology & Biochemistry
- Complex system wide changes and Covid pandemic
- No feedback provided to staff
- Key priority for Interim CSGM in Jan 22

Response Stats



Engagement Index Comparison



The Survey Itself...

- Co-designed with Management Team reps and CSG Lead / Project Lead
- 27 questions - 7 of which were engagement index questions
- Available via Teams and paper form – sent directly to OD team
- Results collated & cross referenced with NHS Staff Survey

Standout Stats

Positives

Feel valued by service managers and lab seniors	62.6%
Feel valued by colleagues	75.0%
Feel they have sufficient training	65.6%
Feel enthusiastic about their job	64.1%
Happy to go extra mile	78.1%

Negatives

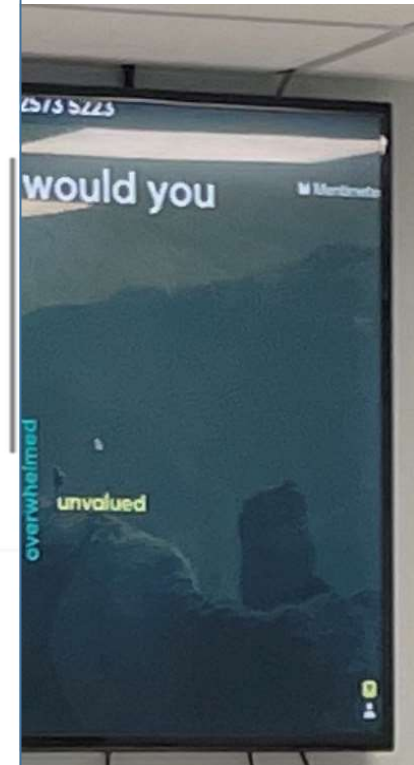
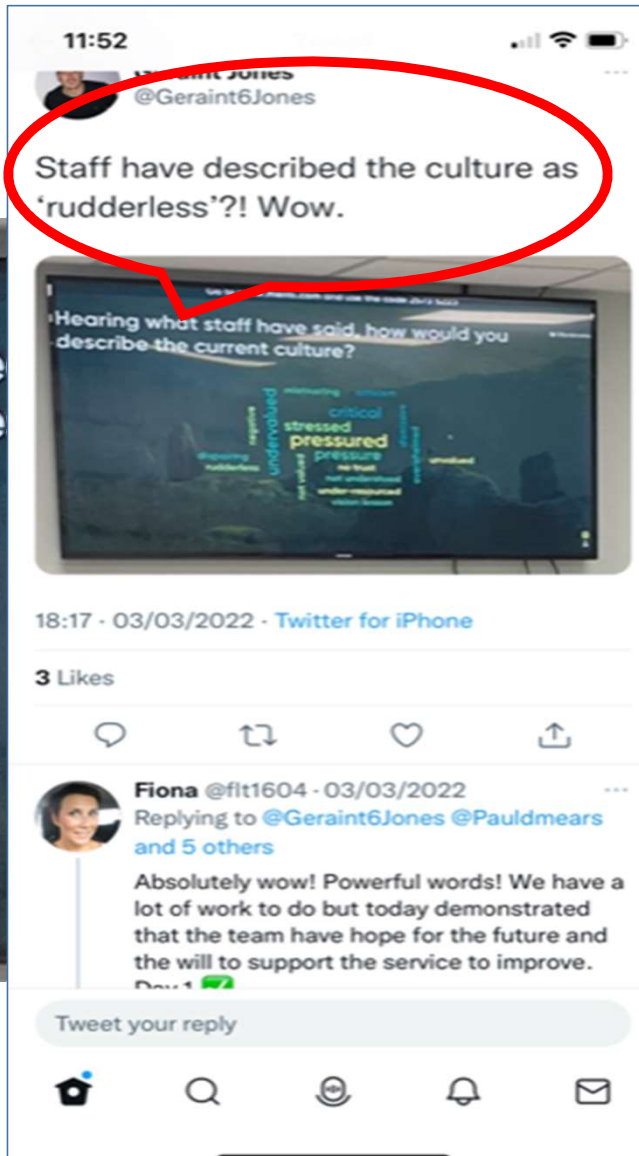
Do not feel valued by ILG and CSG team	75.0%
Would not recommend pathology as a place to work	62.4%
Don't look forward to going into work	34.4%
Not involved in decisions that directly impact them	42.0%
Opportunity to develop	42.0%

3rd March - Senior Leadership Team Away Day

Time out today with the pathology leadership team. Culture, Leadership and how we can look forward to improving our service. @WelshBex @Pauldmears @dom_hurford @NurseGregDix @rich100_davies @markhenry983



Add another Tweet



Leadership, Culture & Well Being



Action plan development & Monitoring Group – October 2022 onwards.

7 staff engagement sessions held in May

Feedback sessions
'You spoke' 'We heard.'
July

Follow up WOD sessions for Senior Leadership Team

Feedback Champions / Volunteers.

Focused engagement with team leaders & operational managers

Compassionate Leadership.
Values & Behaviours

Service specific WOD support & intervention

Clinical Leadership Forum focus on role definition.

YOU SPOKE...WE HEARD...

LET'S MOVE FORWARD TOGETHER



We are going to develop an ongoing strategy for Pathology in CTM — together!

Your opinion is important to us and we're listening!

Let's decide on our next steps together!

Book onto 1 of our 4 follow-up sessions!

Prince Charles Hospital

Thursday, 7 July 2022, 14:00—16:00: Main Lecture Theatre
 Wednesday, 13 July 2022, 10:00—12:00: Main Lecture Theatre

Royal Glamorgan Hospital

Monday, 11 July 2022 10:00—12:00: Pathology Seminar Room
 Thursday, 14 July 2022, 14:00—16:00: Pathology Seminar Room

Want to attend via Teams?

*To book onto one of these events please email awen.coombs@wales.nhs.uk with event date and whether you would like to attend via Teams (we'll send you the link)

Staff Engagement & Feedback

Key Themes

- Communication,
- Employee Involvement,
- Culture and Behaviour
- Health and Wellbeing
- Workforce and Training
- Infrastructure

Next Steps!!

November 2022

Pathology Workforce Modernisation & Development Group

Chaired – CSGM in first instance

Membership – Large 'Group' as quorum from all staff groups, band & student reps.

Scope – Formal meeting to provide strategy, formal governance and oversight of departmental business that impacts on workforce development, training and staff well-being.

Service Improvement Working Groups

Communication Group

Training & Education Group

Employee Engagement & Well Being Group

Infrastructure & Resource Group

Other Groups as identified by team

Pathology Culture & Engagement Action Plan

Project Lead: Fiona Thomas

Column1	Column2	Column3	Column4	Column5	Column6
	Task Description	Task Lead	R/A/G	Start (date)	Finish (date)
1	Workstream: Culture and Leadership within Pathology Objective: Create the environment where staff feel psychologically safe and comfortable to raise concerns and ideas and embed the the organisations values and behaviours				
2	Workstream: Communication and Employee Voice Mechanisms Objective: Ensure staff concerns, ideas, innnovations, etc are heard and considered				
3	Workstream: Workforce and Training Objective: To develop a skilled, resilient, diverse and sustainable Pathology workforce				
4	Workstream: Health and Wellbeing Objective: Enable and encourage staff to get involved in activities that promote improved health and wellbeing				
5	Workstream: Working environment Objective: Ensure staff are actively engaged in work to improve Pathology Infrastructure				
6	Workstream: Haematology Focus Objective: Ensure staff are actively engaged in work to improve Pathology Service, Quality and Culture				
7	Workstream: Microbiology Focus Objective: Ensure staff are actively engaged in work to improve Pathology Service, Quality and Culture				
8	Workstream: Biochemistry Focus Objective: Ensure staff are actively engaged in work to improve Pathology Service, Quality and Culture				
9	Workstream: Cellular Pathology Focus Objective: Ensure staff are actively engaged in work to improve Pathology Service, Quality and Culture				

What's next?

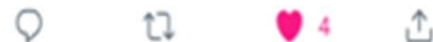
- Focus on empowering our leaders to deliver cultural change
- Service specific improvement plan and interventions
- Departmental 'Health Checks' based on values
- Evidence the improvement and progress to date
- Sustain the evolving culture
- Celebrate the success of the work and commitment of the pathology team to delivering a high quality, patient focused service

**What difference has all of this
work made to the team??**

16th September - Senior Leadership Team
Away Day

Gethin Hughes @Hughe... · 16/09/2022
Replying to @flt1604 @Pauldmears and 4 others

This is so brilliant to hear and see Fiona. An amazing team who are doing so much with many challenges. Thanks to you and the whole team for your leadership.



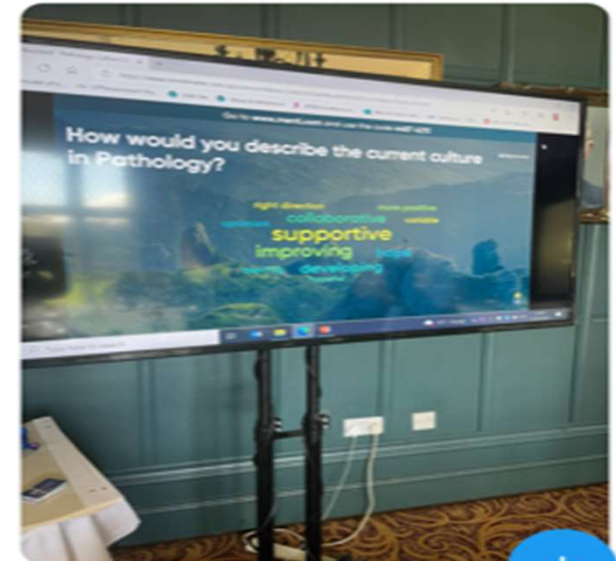
Followed by some Tweeters you've liked

Geraint Jones @Geraint... · 16/09/2022
Replying to @flt1604 @Pauldmears and 5 others

I called you out on this, so only fair to praise you and your Team for making the changes and supporting your staff. Well done!



Fiona @flt1604 · 16/09/2022
6 months ago the pathology culture was as rudderless. Yesterday we redid the same exercise. What a change!! To say I'm proud of this team is an understatement! Always more to do!! #ctmatourbest @Pauldmears @HughesGethin @dom_hurford @NurseGregDix @LaurenWardman @tarek_allouni



Fiona @flt1604 · 03/03/2022



And finally.....

"The best time to plant a tree was 20 years ago. The second best time is now." Khalil Gibran



.....Any questions?



Recommendation:

The Board or Committee are asked to:

Example:

The Committee are asked to:

- *Note and Discuss progress made in improving the culture across pathology*