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Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	10th December 2020	Agenda Item	2.2
Report Title	COVID-19 Working from Home, Agile working & Wellbeing Survey Highlights		
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Presented by	Kay Myatt, Head of Learning and Development Julian Quirk, Assistant Director of Workforce & OD Sharon Vickery, Assistant Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	<p>The principal purpose of this report is to provide assurance to the Workforce & OD Committee on how the information collected via the COVID-19 Working from Home & Wellbeing survey has informed and will continue to inform how we improve and change ways of working going forward.</p> <p>Also to update the Workforce & OD Committee on the Home Working Policy and Agile Working Framework.</p>		
Key Issues	<p>From 29 June-31 July 2020, SBUHB colleagues were invited to take part in a local survey focusing on the current context of COVID-19 Working from Home & Wellbeing. The purpose of the survey was to find out about: the experience of colleagues working from home during the lockdown; the views of those who were not working from home about that possibility, as well as general questions on wellbeing. In total, 1,663 colleagues took part in the survey.</p> <p>Key highlights of the survey have since been published in the form of an intranet bulletin on 7th September 2020. The comments made by colleagues were very positive in nature, with many expressing their wish for the organisation to support flexible working beyond the pandemic.</p> <p>Survey results have been shared with other departments, as appropriate (e.g. Swansea Bay Health Charity, Staff Health and Wellbeing, Digital Services, Information Governance, Transformation, Heritage and Arts in Health</p>		

	<p>Teams etc.) for them to use it to inform their work and priorities.</p> <p>More specifically, the Flexible Working Cell project, which started in September 2020 will use the information to develop SBUHB's agile working framework, and other relevant documents and processes (e.g. guidance, policies, etc.).</p>			
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Note how survey results have already informed some enhancements in the Health Board • Take assurance that local survey results have already informed enhancements in the health board and will be used to inform how we continue to improve and change ways of working going forward • Support these improvements and changes, which aim to benefit both staff and patient experience. 			

COVID-19 WORKING FROM HOME & WELLBEING SURVEY HIGHLIGHTS, HOME WORKING POLICY & AGILE WORKING

1. INTRODUCTION

The principal purpose of this report is to provide assurance to the Workforce & OD Committee on how the information collected via the COVID-19 Working from Home & Wellbeing survey has informed and will continue to inform how we improve and change ways of working going forward.

Also to update the Workforce & OD Committee on the Home Working Policy and Agile Working Framework.

2. BACKGROUND

From 29 June-31 July 2020, SBUHB colleagues were invited to take part in a local survey focusing on the current context of COVID-19 - Working from Home & Wellbeing. The purpose of the survey was to find out about the experience of colleagues working from home during the lockdown; the views of those who could potentially work from home in the future, as well as some questions on wellbeing. In total, **1,663** colleagues took part in the survey. (See Appendix 1 for the full questionnaire.)

2.1 About the questionnaire

The bullets below represent the essence of the information gathered from the questions in the Working from Home section. Those already working from home answered based on their current experience, whilst those who could work from home in the future shared what they thought it would be like for them.

- the advantages and disadvantages for working from home
- the equipment that they have or lack of equipment
- their views on working from home now and in the future
- the likeliness of handling or accessing sensitive work material
- new software they have been using
- if they feel trusted to work from home
- how the organisation could make it easier to work from home

The questions in the Wellbeing section focused on how colleagues were feeling, and how they thought those around them in work were doing during the pandemic. The survey was also a good opportunity for Staff Health & Wellbeing to gauge how aware colleagues were of their services and how people had heard about them where this was the case.

Most questions had rating scales or multiple choice which makes quantitative analysis faster. Other questions had open text to give respondents an opportunity to elaborate and provide data for qualitative analysis. The open text questions were:

- What is one thing we could do to make it easier for you to work from home?
- What is one thing that you have experienced during the COVID period that would help us run our Health Board in the future?
- Swansea Bay Health Charity have received some grant monies from NHS Charities Together to be used for staff and patient wellbeing, and they would like to hear from you about how they could use these monies. What do you propose?

2.2 Results: Communication and Key highlights

Key highlights of the survey were published in the form of an intranet bulletin on 7th September 2020. The comments made by colleagues were very positive in nature, with many expressing their wish for the organisation to support flexible working beyond the pandemic. This is the link to the intranet bulletin: http://abm.cymru.nhs.uk/bulletins/bulletin.php?bulletin_id=13570. A copy of the key highlights is available to Committee members in Appendix 2. A copy of the full report is also available on request.

Responses to specific questions were shared with appropriate departments and groups (e.g. Staff Health and Wellbeing, Swansea Bay Health Charity, Digital Services, Information Governance, Environment, Transformation, Flexible Working Cell project group, Heritage and Arts in Health Teams) to inform their work and priorities. These are examples of how the information has been used so far:

- Feedback from the survey is being used as part of consultation to co-produce a Commemorative Piece aimed as a focal point across our sites, for staff and our community to honour and remember those lost, to recognise those who put patients' lives first and to capture the social solidarity and support our community gave to us.
- The feedback is also being used to inform a paper and business case for resource for the sustainable co-ordination of trauma training and support (i.e. REACT and TRiM Training roll-out and extended wellbeing services.)
- The feedback around green spaces will be shared with Biophilic Wales, who have grant monies to support the development of green spaces across our hospital sites and will shortly be progressing this project.
- The Flexible Working Cell project group takes the information from the Working from Home section into consideration to identify the drivers for an agile framework.
- Swansea Bay Health Charity and Staff Health and Wellbeing are putting together a bid to improve cycle facilities for colleagues across the various sites of the Health Board.

Whilst this work has commenced and is building momentum, there is more to be done to take it forward and communicate widely with staff, so that they know the organisation has listened and taken action.

2.3 Next steps

COVID-19 Working from Home & Wellbeing Survey:

It is important to keep communicating to colleagues on how their views and experiences help to shape SBUHB and, ultimately, improving staff and patient experience. Presentations have already been made to the Executive Team, the Health Board Partnership Forum, and the Flexible Working Cell project group. There may be other presentations in the future (e.g. Service Groups, Wellbeing Champions, etc.).

Each stakeholder group who has received data from the survey is responsible for deciding on the actions they take in response to the survey feedback. They may decide to communicate separately; however, the Staff Experience Team will endeavour to collate this and communicate with colleagues from a wider perspective. An intranet

bulletin was published on 3rd November 2020 to update colleagues of developments based on survey results
(http://abm.cymru.nhs.uk/bulletins/bulletin.php?bulletin_id=13703).

Home Working Policy:

The Home Working policy was issued in early September 2020 and is available on the intranet (see Appendix 3). It provides information on the benefits, types and suitability of home working. It offers an overview of how to manage home working agreements, along with practical considerations (e.g. provision of equipment, insurance, mortgage and tenancy agreements, health and safety, etc.). The policy will be reviewed in August 2022. The focus of the policy has been to accommodate the short term whilst the Health Board is experiencing the effects of a global pandemic. Ultimately the policy will form an Appendix to the Agile Working framework and may require some adjustment once the framework has been finalised.

Agile Working Framework:

The Flexible Working Cell project group is currently developing SBUHB's Agile Working framework. The framework is largely influenced by the results of the COVID-19 Working from Home & Wellbeing Survey, best practices from agile organisations (including public sector organisations), Welsh Government, All Wales work, the expertise of the group membership, etc.

The framework will provide guidance to employees and managers on what Agile Working – the Swansea Bay Way means to them. It will be a practical document that will help shape the new working models for the Health Board's future building on what we have learnt during the pandemic. Some of the content will include:

- SBUHB's ambition and vision on agile working
- Criteria to consider when implementing agile working
- How to be an agile leader
- The roles that managers and employees play in creating a successful agile working environment
- Ensuring equality in an agile organisation
- Signposting to programmes, services, documents, etc.

The group has also started developing an Equality Impact Assessment that will be an appendix to the framework.

3. GOVERNANCE AND RISK ISSUES

There are no governance issues arising from the survey itself. Any governance issues that could arise from the work done by the various survey stakeholders will be addressed by them in due time, following the appropriate policies and guidelines.

4. FINANCIAL IMPLICATIONS

There are no financial implications arising from the survey itself. Any financial implications that could arise from the actions and priorities agreed by the applicable services / survey stakeholders will be identified and addressed by them, following the appropriate protocols and funding channels.

5. RECOMMENDATIONS

Committee members are asked to:

- **Note** how survey results have already informed some enhancements in the Health Board

- **Take assurance** that local survey results have already informed enhancements in the health board and will be used to inform how we continue to improve and change ways of working going forward
- **Support** these improvements and changes, which aim to benefit both staff and patient experience.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The direct correlation between patient experience and staff experience is well documented and this survey provides important feedback from our workforce so that we continually listen, learn and improve.		
Financial Implications		
Some actions may have a financial implication and they will be identified as the idea is designed for implementation.		
Legal Implications (including equality and diversity assessment)		
Ensure compliance with GDPR Regulations, and work with the Equality Manager to ensure the changes resulting from survey feedback are fair and inclusive.		
Staffing Implications		
Improved recruitment and retention, improved work life balance, improved health and well being		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
<p>The survey was positioned as a step towards building a healthier and better organisation, and making SBUHB a great place to work.</p> <p>Some of the information collected will inform decisions made by the Flexible Working Cell project, Staff & Health Wellbeing, Swansea Bay Health Charity, and the Staff Experience Team.</p> <p>Decisions made will have positive impacts on one or more of the Seven Well-being Goals of the Well-being of Future Generations (Wales) Act 2015 in the short, medium and long term.</p> <p>For example:</p> <ul style="list-style-type: none"> A Prosperous Wales: a flexible and agile workforce is typically more innovative, productive and creates lower carbon emissions 		

- A Resilient Wales: the work with Biophilic Wales should provide more green spaces that enhance healthy functioning ecosystems
- A more equal Wales: There will be an Equality Impact Assessment done as part of the Flexible Working Cell project
- A Healthier Wales: Staff Health & Wellbeing will keep offering services that will support the wellbeing of colleagues
- A Wales of Cohesive Communities: A framework for flexible and agile working should see an increase on colleagues who spend more time in their community if they don't have to commute to work daily
- A Wales of Vibrant Culture & Thriving Welsh Language: The organisation's commitment to keep promoting and protect the Welsh language remains
- A Globally Responsible Wales: A flexible and agile workforce will have a positive impact on the environment (e.g. going paperless, reducing daily commute and pollution levels)

Report History	
Appendices	Appendix 1: Survey Questionnaire (Welsh & English) Appendix 2: Survey Results Key Highlights Appendix 3: Home Working Policy