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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	9th February 2021	Agenda Item	3.3
Report Title	NHS Wales Staff Survey 2020 – SBUHB’s results		
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Report Sponsor	Kathryn Jones, Director Workforce & OD (Interim)		
Presented by	Kathryn Jones, Director Workforce & OD (Interim)		
Freedom of Information	Open		
Purpose of the Report	The principal purpose of this report is to inform the Workforce & OD Committee of the preliminary results of the NHS Wales Staff Survey 2020 and to outline the next steps for Swansea Bay University Health Board.		
Key Issues	<p>General update:</p> <p>NHS Wales Staff Survey 2020 closed on 24 November 2020 after being open for 3 weeks, and results were made available on 8 December 2020. This year, the survey has been co-ordinated centrally from HEIW, and has evolved from previous years based on colleagues’ feedback across NHS Wales. The current approach to surveying is one that offers:</p> <ul style="list-style-type: none"> • Simplicity – purpose, messaging, questions (fewer, simpler & comparable), results, follow up • Regularity – expectation of habitual recurrence • Immediacy – ensuring link between participation and action <p>The survey was open from 4-24 November 2020. There was a response rate of 20% nationally, and 18% for Swansea Bay. This represents 2,365 survey responses, with an engagement score of 75%.</p> <p>In his press release, the Minister for Social and Health Services, stated: “I am reassured that work is happening both across NHS Wales, in social partnership through the Welsh Partnership Forum and within organisations to create more compassionate leadership, collaborative relationships and to recognise the importance of listening</p>		

	<p>and talking to each other in order to encourage Healthy Working Relationships, as summarised in the recently published Workforce Strategy.”</p> <p>This paper provides an overview of SBUHB’s results and the actions needed to successfully deliver the vision set out in the Minister’s statement.</p>			
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance	Approval
	✓			
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • Note the initial results of the survey • Note the proposed actions and next steps detailed in table 2.2.1 for monitoring 			

NHS Wales Staff Survey 2020

1. INTRODUCTION

The principal purpose of this report is to inform the Workforce & OD Committee of the preliminary results of the NHS Wales Staff Survey 2020 and to outline the next steps for Swansea Bay University Health Board.

2. BACKGROUND

NHS Wales Staff Survey 2020 closed on 24 November 2020 after being open for 3 weeks, and results were made available on 8 December 2020. This year, the survey has been co-ordinated centrally from HEIW, and has evolved from previous years based on colleagues' feedback across NHS Wales. The current approach to surveying is one that offers:

- Simplicity – purpose, messaging, questions (fewer, simpler & comparable), results, follow up
- Regularity – expectation of habitual recurrence
- Immediacy – ensuring link between participation and action

The survey was open from 4-24 November 2020. There was a response rate of 20% at the national level, and of 18% for our organisation. This represents **2,365** survey responses, with an **engagement score of 75%**.

In his press release; the Minister for Health and Social Services, stated: "I am reassured that work is happening both across NHS Wales, in social partnership through the Welsh Partnership Forum and within organisations to create more compassionate leadership, collaborative relationships and to recognise the importance of listening and talking to each other in order to encourage Healthy Working Relationships, as summarised in the recently published Workforce Strategy." This paper provides an overview of SBUHB's results and the actions needed to successfully deliver the vision set out in the Minister's statement.

2.1 Overview of our results

This year's approach, which aimed to bring about improvement in the process, consisted of a significantly shorter questionnaire, with some different questions and questions that were asked differently. Therefore, it is difficult to give an exact benchmark of the results. As per previous national and local surveys, teams with under 11 respondents will not be included to ensure anonymity and confidentiality.

HEIW aims for NHS organisations to focus on quality conversations that need to follow across organisations, however given the current context and climate, consideration needs to be given to the timing and appropriateness of this next stage in the roll-out plan.

The following provide some of the highlights:

Results showing a positive variance of 5% or more:

- *Less people said that they have experienced bullying, harassment or abuse by:
 - their manager (**2020: 9%**; 2018: 20%)

- another colleague (**2020: 16%**; 2018: 20%)
- a member of the public (**2020: 15%**; 2018: 23%)
- More people are proud to tell others that they work for our organisation (**2020: 76%**; 2018: 71%)

*N.B. The bullying question was asked differently in 2020 from that in the 2018 survey, following feedback from across NHS Organisations. A comparison or improvement is therefore difficult to evidence.

Results with a slight improvement, with a positive variance of less than 5%:

- More people are involved in discussions / decisions on change introduced in their work / department / team (**2020: 57%**; 2018: 54%)
- More people are enthusiastic about their job (**2020: 76%**; 2018: 74%)
- More people would recommend the organisation as a place to work (**2020: 66%**; 2018: 64%)

Results with a less favourable reporting:

- Less people feel they can make improvements in their area of work (**2020: 66%**; 2018: 75%)
- Less team members take time out to reflect and learn (**2020: 54%**; 2018: 61%)
- Less people believe that their line manager makes clear what is expected of them (**2020: 71%**; 2018: 77%)
- Less people are happy with the standard of care provided in our organisation (**2020: 67%**; 2018: 72%)
- Less people believe that the organisation takes effective action if staff are bullied, harassed or abused by:
 - Members of staff (**2020: 41%**; 2018: 45%)
 - A member of the public (**2020: 41%**; 2018: 50%)
- Less people are looking forward to going to work (**2020: 56%**; 2018: 60%)
- Less people are happy to go the extra mile when required (**2020: 91%**; 2018: 94%)

Please refer to the following appendices for more detailed information:

- Appendix 1: SBUHB results
- Appendix 2: NHS Wales results
- Appendix 3: Comparison table

2.2 Next steps

It is essential to keep listening and communicating to our people on how their views and experiences help to shape SBUHB and, ultimately, improve staff and patient experience. However, it is also essential at this time that we recognise the significance of the impact the on-going COVID-19 pandemic is having across all parts of the Health Board in respect of both capacity and resource to be able to identify and take forward actions in response to the Staff Survey results.

In recognising this and in trying to support Service Groups and Corporate Directorates, at this significantly challenging time, Staff Experience and Learning & OD aim to implement the following proposed *plan:

*N.B. The timescales are subject to change as appropriate in line with the capacity across Service Groups and Directorates to be able to focus on this work.

Timescales	Activities
8 th December 2020	<ul style="list-style-type: none"> Welsh Government issues a press release with the survey results
11 th December 2020	<ul style="list-style-type: none"> SBUHB publishes the survey results on its intranet and via the CEO staff briefing, thanking all those that took the time to complete given the significant demands staff and volunteers are facing http://abm.cymru.nhs.uk/intranet/bulletin.php?bulletin_id=13788
December 2020	<ul style="list-style-type: none"> Qlearsite training for key members of Staff Experience & OD to gain knowledge and understanding of data extraction and analysis options/capability
January and February 2021	<ul style="list-style-type: none"> SBUHB Survey Results and proposed plans reported and presented to key Health Board Forums and Committees including; Executive Team, Executive Board, WOD Committee, SLT and HBPF Key survey highlights of the results shared during the January/February “Leadership Touchpoint” Staff Experience and Learning & OD to work in partnership with Business Partners and Staff Representative Partners to share the results wider with staff, along with actions already taken in response to the 2018 survey and the COVID-19 Survey more recently. They will also collectively review the data and results for Service Groups and Corporate Directorates. It is aimed that dedicated support will be made available from Staff Experience and Learning & OD to help them identify and celebrate areas of best practice and action plans for improvement (whilst recognising what is already being taken forward corporately). Engage and test with organisation around 3 key areas of focus to confirm if they are the right ones to be delivered across all Service Groups and Directorates. Based on the 2020 National Survey, the SBUHB COVID-19 Survey and the comparison with areas of the 2018 national survey, it is proposed that these 3 areas include: <ul style="list-style-type: none"> Healthier Working Relationships - Responses from Staff to the questions around bullying and harassment from managers and colleagues indicate this is still an area for improvement. It will also be an opportunity to measure the impact of implementation of the impending Respect & Resolution Policy and a Just Culture, as we progress the national Healthier Working Relationship agenda locally. Staff Health & Wellbeing - based on what staff told us in the COVID-19 Wellbeing and Working from home survey and this being a key success factor in organisational recovery.

	<ul style="list-style-type: none"> - Compassionate Leaders and Managers - Our leaders are essential to creating a culture aligned to our values. Staff responses indicate there is still a need to focus on supporting our leaders, how they communicate and involve staff in decision-making (which understandably will have been impacted further by the pandemic). <p>These areas will be broken down further into Corporate deliverables and local objectives, which feed into the Corporate Director's and Service Group Director's objectives and form part of their People Plan. Once the 3 key areas of focus are agreed, success criteria for measuring improvement will be identified and assessed against future staff survey results.</p> <ul style="list-style-type: none"> • Service Groups to invite local partnership representatives to work with them to develop plans. • Trade Union partners invited to work in partnership to collectively deliver Corporate objectives. • It is planned to offer to engage with those staff across Service Groups and Directorates that may be shielding/re-deployed at home that would welcome getting involved in this piece of work to support their area and would also provide a valuable voice/representative for staff on the ground. • Responses to specific questions shared with appropriate stakeholders as with the local COVID-19 Survey (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.
March 2021	<ul style="list-style-type: none"> • Develop and finalise action plans at an organisational level and Service Group/Directorate specific level • Actions shared with Executive Team and organisational commitment endorsed. • Monitoring via Workforce & OD Committee • Build on existing #ShapingSBU movement (i.e. Executive Engagement, #LOV Campaign, Independent service for Staff to Raise concerns, ACAS, compassionate leadership, re-structure of operational HR and appointment of an Investigations Team), local COVID-19 Wellbeing and Working from Home Survey and aligned to the national and local Healthier Working Relationships agenda.
April 2021 onwards	<ul style="list-style-type: none"> • Sample staff experience more frequently, to understand temperature across the organisation. • Continue to work in partnership with Business partners, Staff Representative partners, partner organisations and stakeholders for the implementation and alignment to national plans for Staff Survey, as well as Healthier Working Relationships, a 'Just' Culture and launch of the Respect and Resolution Policy.

As per section 2.1 - Overview of Results detailed above, and the reported improvement around bullying and harassment, it is important to reiterate that this question was asked differently in 2020 from that in the 2018 survey. Managers and colleagues were separated into 2 questions this year, whereas in 2018 they were included as part of the same question. A comparison or improvement is therefore difficult to evidence and this still needs to be an area of priority and on-going improvement within Swansea Bay and across NHS Wales. We also need to consider the impact that the on-going pandemic will have had on staff's anxieties, behaviours and interactions.

In line with the results of the 2020 national survey and the proposed actions detailed above, it is planned that we engage and test with organisation around 3 key areas of focus to confirm if they are the right ones to be delivered across all Service Groups and Directorates. Based on the 2020 National Survey, the SBUHB COVID-19 Survey and the comparison with areas of the 2018 national survey, it is proposed that these 3 areas include:

- Healthier Working Relationships – Responses from Staff to the questions around bullying and harassment from managers and colleagues indicate this is still an area for improvement. It will also be an opportunity to measure the impact of implementation of the impending Respect & Resolution Policy and a Just Culture, as we progress the national Healthier Working Relationship agenda locally.
- Staff Health & Wellbeing – based on what staff told us in the COVID-19 Wellbeing and Working from home survey and this being a key success factor in organisational recovery.
- Compassionate Leaders and Managers – Our leaders are essential to creating a culture aligned to our values. Staff responses indicate there is still a need to focus on supporting our leaders, how they communicate and involve staff in decision-making (which understandably will have been impacted further by the pandemic).

These areas will be broken down further into Corporate deliverables and local objectives, which feed into the Corporate Director's and Service Group Director's objectives and form part of their People Plan. Once the 3 key areas of focus are agreed, success criteria for measuring improvement would be identified and assessed against future staff survey results.

Since the results of the 2018 NHS Wales Staff Survey, the Executive Team has been fully committed to taking decisive and timely action to support staff and act on their feedback. An overarching suite of initiatives was implemented under the umbrella of the #ShapingSBUHB movement, which aimed to support cultural change and will continue. This has included; the commissioning of an independent service for Staff to raise concerns; the commissioning of ACAS to run workshops for managers; HR and Trade Unions in addressing inappropriate behaviours at work, including bullying; extending our offering of behaviour based Leadership Development Programmes; appointment of a HR investigations team; investment in operational HR teams and processes and the launch of the #LivingOurValues campaign.

In continuing to support staff and volunteers during the on-going crisis of the pandemic, the contract with Guardian Service Ltd; an independent provider for staff to raise any work related concerns safely and confidentially 24/7 365 days a year was reissued for a further 12 months in November 2020. It is also planned for ACAS to deliver further virtual training sessions on 'Values & Behaviours in the Workplace- Addressing Bullying and Harassment' during February/March 2021 to ensure all managers in areas identified as 'hotspots' in the 2018 national staff survey, receive training and support. The content of the training has been reviewed and up-dated to reflect the national plans around Healthier Working Relationships and managing in a virtual world.

In supporting Health Boards plan next steps, HEIW has prepared a document, which outlines the responsibility of managers to take ownership locally, for engaging with staff. The document provides a guide for the discussions that managers need to have with their teams in relation to the staff survey and the results (see Appendix 4) with a view of identifying areas of success and best practice to be shared wider, as well as local action plans for improvement. Whilst we recognise the aim of these conversations is to enable the involvement and ownership of staff in shaping our environment and the experiences we have in our workplace, timing and capacity of managers and staff to have these conversations has to be appropriate and considerate of the significant pressures currently faced across the Health Board and wider NHS Wales.

It is planned during 2021, that HEIW will provide staff across NHS Wales shorter and more regular opportunities to get involved in giving feedback and having conversations so that it becomes a mainstream way of operating, but again this needs to be managed appropriately and sensitively.

Workforce & OD plan to monitor the temperature of the organisation and survey more throughout the year locally, through targeted pulse surveys.

3. GOVERNANCE AND RISK ISSUES

The governance and risk issues in relation to and NHS Wales Staff Survey are outlined as follows:

- It may be difficult to engage with Service Groups, Directorates and departments with the uncertainty and significant pressures of the on-going COVID-19 Pandemic.
- Results are available at Service Group / Directorate level only, not at Departmental level. Some departments may not relate to the responses as a result and will be difficult to target where there have been specific successes/need for improvement.
- Line managers may not feel comfortable hosting the conversations, not see it as a priority or not have the capacity due to the current context. As the survey was anonymous, staff may also not feel comfortable having the conversation with their line manager.

4. RECOMMENDATION

Members are asked to:

- **Note** the initial results of the survey
- **Note** the proposed actions and next steps detailed in table 2.2.1 for monitoring

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
					✓		
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
							✓
Quality, Safety and Patient Experience							
<p>The NHS Wales Staff Survey is endorsed by Welsh Government and National Partnership Forum and is the principal measurement of staff experience and staff engagement across NHS Wales. It enables benchmarking across organisations and allows individual Health Boards and Trusts to identify areas of good practice and areas for development. 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.</p>							
Financial Implications							
Legal Implications (including equality and diversity assessment)							
Ensure compliance with GDPR Regulations.							
Staffing Implications							
<p>Briefly identify the known and/or potential staffing implications of this proposal/paper.</p> <p>There is a limited staff capacity across the Health Board due to the on-going pandemic.</p>							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)							
<p>The survey analysis provides benchmarking opportunities from previous local and national surveys and enables focussed planning for future workforce development. There are potentially specific questions that relate to Wellbeing and work/life balance.</p>							
Report History							
Appendices							
<p>Appendix 1: SBUHB Results Appendix 2: NHS Wales Results Appendix 3: Comparaision Table Appendix 4 : Next Steps</p>							