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Abertawe Bro Morgannwg
University Health Board



Meeting Date	28th March 2019	Agenda Item	5.3
Report Title	Staff Survey Actions - #ShapingABMU – Engagement activities and next steps		
Report Author	Julie Lloyd, Staff Experience & OD Manager		
Report Sponsor	Hazel Robinson, Director of Workforce & OD		
Presented by	Hazel Robinson, Director of Workforce & OD		
Freedom of Information	Open		
Purpose of the Report	The principal purpose of this report is to provide an update to the Board on actions taken to engage staff in developing priorities following the NHS Wales Staff Survey results were published.		
Key Issues	<p>General update:</p> <p>ABMU took part in the NHS Wales Staff Survey 2018, which encompassed views of 4,086 staff members, our highest response rate to date. The results of this survey were published in September and highlights were presented to the Health Board, Executive Team and Partnership forum during September and October 2018.</p> <p>Commitment to take action was a strong theme arising from the survey. Therefore, the Staff Experience & OD Team proposed a series of steps to raise awareness, create ownership, involvement and engagement which would help the organisation, teams and individuals to identify and prioritise actions. This approach was supported by all stakeholders. The steps took place during October, November and December and used a variety of methodologies to promote accessibility and capture what matters most to staff and included:</p> <ul style="list-style-type: none"> • Collating the themes from the Chief Executive #Shaping our Future / staff engagement events • Staff workshops during November to brainstorm ideas to enhance the staff and patient experience at ABMU in wellbeing, innovation and leadership, and • Feature “open walking galleries” (in person and virtual via electronic questionnaire) to feedback key 		

	<p>themes from workshops and invite colleagues to pick their priority areas for action</p> <p>The goals of the activities were to:</p> <ul style="list-style-type: none"> • provide a platform for colleagues to put forward ideas on how to enhance ABMU's staff and patient experience • widen engagement opportunities to colleagues by providing online participation over a period of over three weeks • create ownership and responsibility for change and improvement across ABMU • increase the likeliness of actions being successful through greater collaboration with colleagues and putting in place what they feel would make a difference – doing so should defeat a perception held following previous surveys that the decisions are made by management in isolation • inform the Staff Experience Strategy for the future <p>More details are included in the report.</p>			
<p>Specific Action Required <i>(please ✓ one only)</i></p>	Information	Discussion	Assurance	Approval
			✓	
<p>Recommendations</p>	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the up-date provided as to the actions taken following staff survey results being published and next steps recently endorsed by executive team (outlined in section 4 and 5). 			

#ShapingABMU – Engagement activities and next steps

1. INTRODUCTION

The principal purpose of this report is to provide an update to the Board on steps taken to engage staff in developing priorities as a result of the NHS Wales Staff Survey.

2. BACKGROUND

ABMU took part in the NHS Wales Staff Survey 2018, which encompassed views of 4,086 staff members, our highest response rate to date. The results of this survey were published in September and highlights were presented to the Health Board, Executive Team and Partnership forum during September and October 2018.

Commitment to take action was a strong theme arising from the survey. Therefore, the Staff Experience & OD Team proposed a series of steps to raise awareness, create ownership, involvement and engagement which would help the organisation, teams and individuals to identify and prioritise actions. This approach was supported by all stakeholders and a structured timetable was put into place. The steps took place during October, November and December, using a variety of methodologies to promote accessibility and capture what matters most to staff. These steps involved:

- Collating the themes from the Chief Executive #Shaping our Future / staff engagement events
- Holding staff workshops during November to brainstorm ideas to enhance the staff and patient experience at ABMU in wellbeing, innovation and leadership, and
- Featuring “open walking galleries” (in person and virtual via electronic questionnaire) to feedback key themes from workshops and invite colleagues to pick their priority areas for action

The goals of the activities were to:

- provide a platform for colleagues to put forward ideas on how to enhance ABMU’s staff and patient experience
- widen engagement opportunity to colleagues by providing online participation over a period of over three weeks
- create ownership and responsibility for change and improvement across ABMU
- increase the likeliness of actions being successful through greater collaboration with colleagues and putting in place what they feel would make a difference – doing so should defeat a perception held following previous surveys that the decisions are made by management in isolation
- inform the Staff Experience Strategy for the future

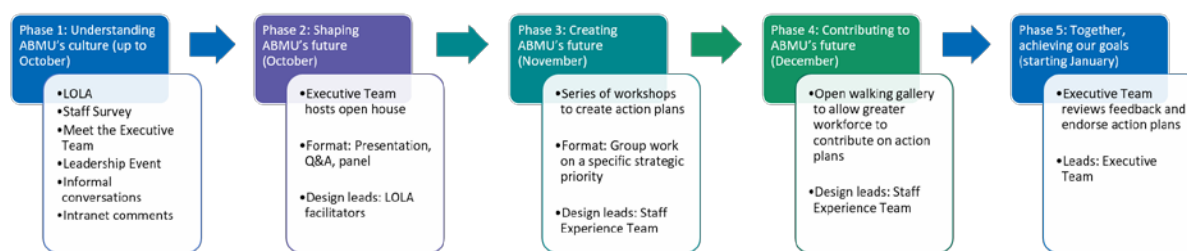
3. ACTIONS TO DATE

3.1 Engagement Activities

A planned and iterative approach to staff engagement has taken place since September (Fig 1), including a number of formal and informal mechanisms. In addition to the well-established ‘**Meet the Executive Team**’ forum, a leadership summit has

taken place and a series of #ShapingABMU staff engagement events have been hosted at all sites by the Chief Executive.

Fig 1.



3.2 Workshops

Building on 3.1, the Staff Experience & OD Team continued the #ShapingABMU approach by delivering on Phases 3 and 4 and directly linking these to the staff survey and the development of our organisational actions and priorities. Both phases relied heavily on engaging our colleagues at every point in the process. This approach differs from previous years in which action plans were developed by management teams without involving staff ‘on the ground’.

A #ShapingABMU movement was created which gave colleagues the opportunity to shape and influence ABMU’s future in the topics of wellbeing, leadership and innovation. These three topics were informed by the NHS Wales Staff Survey results, ABMU’s priorities known at the time, and also by the Staff Experience Strategy.

An organisational approach was taken rather than a unit specific one. Colleagues were invited to sign up for a workshop that suited their schedule; it did not necessarily have to be at their base location. This was purposefully planned to encourage collaboration between units / directorates and to avoid silo thinking.

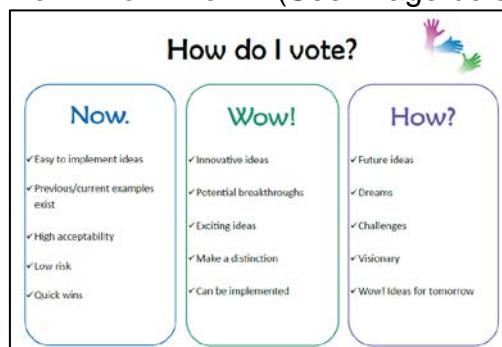
Phase 3 consisted of a two-hour workshop that was repeated five times throughout the week of 19th November. The table below gives more information on the times, locations and participation.

Date	Time	Venue	# Attendees
19 November	13:30 - 15:30	Singleton Hospital	21
20 November	14:30 - 16:30	Princess of Wales Hospital	21
21 November	09:30 - 11:30	Neath Port Talbot Hospital	22
22 November	08.45 – 10.45	Baglan Community Church	40
22 November	14:00-16:00	Morrison Hospital	36
Total:			140

Each of the workshops was facilitated by an OD practitioner within the Staff Experience & OD Team and opened by a Director and Trade Union representative, demonstrating collaboration and commitment to take action. During the workshop, colleagues were divided in three groups and focused on one of the three topics only. The group brainstormed ideas for each topic based on broad questions that would not limit or influence their thinking. They were also asked to identify metrics or measures indicating that an idea, if implemented, would be successful. The broad questions were:

- Wellbeing group:
 - How can we improve our workplace? Our relationships? Our behaviours?
 - How do we improve our wellbeing?
- Leadership group:
 - How can we improve our leadership?
 - What is needed for our leaders and managers to be the best managers of people?
- Innovation group:
 - How do we create a culture of improvement and innovation?
 - How do we make the most with what we have? (e.g. money, equipment, skills)

Once brainstormed ideas were displayed, colleagues were asked to prioritise them by using a 'voting' process 'Now. Wow! How?' (See image below)



In total, 303 ideas were generated by colleagues.

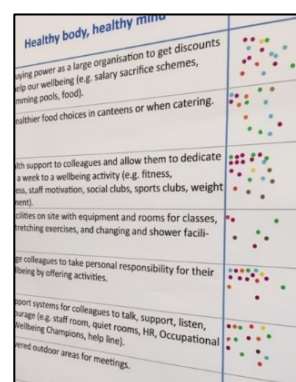
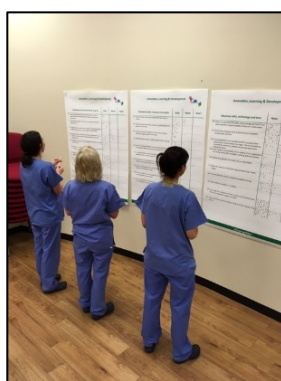
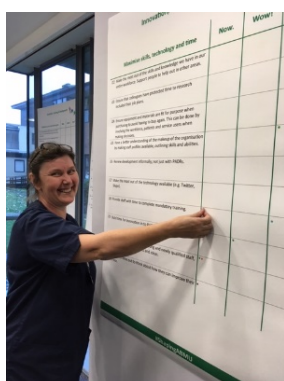


3.3 Open Walking Galleries

The open walking galleries presented a further opportunity to get more staff involved in prioritising ideas for improvement.

The Staff Experience & OD Team sifted through all of the ideas gathered during the workshops and uplifted the most popular ones. In total, 94 were selected for the open walking galleries and, similar to Phase 3, visitors were asked to vote on their favourite ideas with sticky dots, using the 'Now. Wow! How?' criteria.

Seven open walking galleries were held throughout the organisation with 150 colleagues attending. The dots remained on the posters following each event to illustrate to staff that they were not alone in seeking change, encouraging them to have their say. Keeping the sticky dots on the posters also gave the effect of a living heat map showing the ideas that colleagues believe will contribute to #ShapingABMU.



The table below details the times, locations and participation of each event.

Date	Time	Venue	# Attendees
6 December	10:00-15:00	Princess of Wales Hospital	10
7 December	10:00-15:00	Morrison Hospital	36
10 December	10:00-15:00	Singleton Hospital	45
13 December	13:00-16:00	Cefn Coed Hospital	7
14 December	9:00-11:30	Neath Port Talbot Hospital	15
14 December	12:30-15:00	Baglan HQ	26
18 December	9:00-11:30	Neath Port Talbot Hospital	12
Total:			151

The Staff Experience & OD Team recognised that not everyone would be able to partake in the Phase 3 workshops or to drop in during a Phase 4 open walking gallery. Therefore, in an effort to reach out to those colleagues who had been unable to participate, a virtual option was created via a SNAP survey and made available online from 7th December 2018 to 2nd January 2019.

4. Actions to date

In listening to staff feedback (Appendix 1 highlights most common suggestions and ideas), the following actions were agreed by Executive Team:

4.1 Expanding our successful behaviour-based people management programme 'Footprints' with the launch of 'Bridges' for senior leaders in Band 8a and above. Bridges was launched in December 2018 and 3 cohorts have already completed with excellent feedback about content and application.

4.2 Commissioning ACAS to work with ABMU from November 2018 through to March 2019 to run workshops for HR, Trade Unions and line managers. These workshops have been well received. The aim of ACAS has been to equip staff with people management responsibilities, with additional tools to benefit them in their day to day roles, particularly in dealing with difficult people management situations of a bullying nature. The focus is on creating a workplace and culture where appropriate behaviours are promoted and supported.

It was initially targeted at those areas where the NHS Wales Staff Survey had confirmed a 20% or higher response rate to the bullying and harassment questions, however to reduce sensitivities and the stigma associated with the training by some managers and to maximise return on investment, this training was opened out to all areas and combined with the new Managing Attendance at Work Policy and promoted as a full-day People Management Skills Programme.

All HR & trade union workshops are now complete. Originally 10 line manager workshops were planned. So far, 7 out of the 10 have been completed with 82 managers attending. The remaining 3 workshops are fully booked. Due to the success of the workshops, a further 10 workshops have been commissioned and these will run March through to August 2019.

4.3 Appointment of an independent Freedom to Speak up Service

We have sought experience and best practice in NHS England where Freedom to Speak up is mandated. This enabled us to design the service specification and test the market for a provider via the tender process. In response to the tender submission process, a multi-disciplinary panel, including Board trade union representation, awarded the contract to The Guardian Service Ltd. The contract was awarded for one year and this will be launched in April/May for Bae Abertawe / Swansea Bay Health Board.

The Guardian Service Ltd provides independent, confidential and non-judgmental support to staff raising concerns and focuses on working with both individuals and the organisation to reach a resolution. This can be in relation to any worry or risk in the workplace, including patient safety. Founded in 2013 in response to Francis, the Guardian Service Ltd works closely with the National Guardian Office (NHS England) and are currently working with 70,000 staff across organisations in NHS England including; Devon Partnership NHS Trust, Barts Health NHS Trust and University College London Hospitals. The service model in Bae Abertawe / Swansea Bay will operate on 24/7, 365 day per year basis, approached initially via telephone, but offering all callers face to face contact at a venue suitable to the them. The service does not replace existing processes and will not intervene where there is an existing

investigation on-going or the staff member is going through an existing policy/procedure i.e. grievance, capability.

Our next step is to set up the service with the Guardian Service by working with key stakeholders, including nominated Executive and Non-Executive Leads, trade union lead, HR, patient experience, staff experience, communications and wellbeing to map what is already in place. This commissioning phase will take place during March and April along with the appointment of 2 dedicated Guardians for ABMU, employed by The Guardian Service. Once this in place, the service will be branded and launched during April/May 2019.

5. Next steps

It is also important to consider that whilst the voices of over 300 staff were listened to, there is still a large percentage of staff to engage with. Our plan is therefore to:

- Further engage and test the proposed actions with a wider percentage of staff through undertaking an 'engagement roadshow' attending Unit Team Briefs across the Health Board and planned large-scale conferences such as the Therapies and Health Sciences' IMPACT Conference and Mental Health & Learning Disabilities' Engage for Change Conference
- Identify a range of departments who can develop the ideas further and test its feasibility, utilising staff who engaged as part of Phase 3 & 4 as well as areas reporting well or poorly to the staff survey so that best practice can be shared
- Link with Unit Senior Teams, professional groups and trade unions to develop the actions and ensure ownership
- Contact other health boards/partner organisations in NHS Wales to better understand how to implement some of the ideas, as not all are specific to the organisation and may require an all Wales approach
- Direct and advise the Executive Team of their roles and actions required as executive sponsors at organisational level, and Delivery Unit directors at the local level
- Develop a clear and robust communications plan. Ensure that our organisational story highlights how we are listening and how we are improving our staff experience to ultimately improve patient care.
- Measure shifts in staff experience through quarterly pulse surveys, with a routine reporting mechanism on activity and outcomes built into performance review process. This will require further consideration in order to build KPIs that are readily reportable, meaningful and not unduly onerous for units and directorates.

Acknowledging that some actions will take time to realise and embed, articulating the commitment and keeping staff informed of developments and timeframes will be key factors in assuring staff that the organisation has listened and is committed to making tangible and sustained improvements in staff experience. (Details can be found in Appendix 2)

5 GOVERNANCE AND RISK ISSUES

At this point we do not foresee any governance issues.

6 RECOMMENDATION

Members are asked to:

- **NOTE** the up-date provided as to the actions taken following staff survey results being published and next steps recently endorsed by executive team (outlined in section 4 and 5).

Appendix 1: Staff Engagement Planned Activities – Most Popular Ideas

Priority	HEALTHY WORKPLACES & WELLBEING	TOTAL
1	Create a 'no bystander / zero tolerance' approach to bullying to challenge behaviours and encourage staff to be more aware of their behaviour and use of language.	95
3	Bring health support to colleagues and allow them to dedicate one hour a week to a wellbeing activity (e.g. fitness, mindfulness, staff motivation, social clubs, sports clubs, weight management).	92
3	Set up facilities on site with equipment and rooms for classes, physio/stretching exercises, and changing and shower facilities.	84
1	Use our buying power as a large organisation to get discounts that will help our wellbeing (e.g. salary sacrifice schemes, gyms, swimming pools, food).	82
3	Provide regular health checks for staff.	82
1	Empower staff to be able to say no if overloaded and to focus on priorities.	81

Priority	GREAT LEADERS, GREAT MANAGERS	TOTAL
1	Respectfully draw attention to behaviour that is not in keeping with our Values, at all levels of the organisation.	81
2	Develop a leadership culture at every level, by offering learning and development opportunities early on.	77
2	Everyone should be clear on their roles and responsibilities. This will help with accountability, time management, setting goals and expectations, performance discussions, etc.	77
1	Coach staff with the goal to empower and develop them.	75
1	Tackle difficult conversations with honesty and respect.	64

Priority	INNOVATION, LEARNING & DEVELOPMENT	TOTAL
2	Encourage staff to have dedicated time for training, learning and development opportunities.	89
2	Reduce fear of failure and criticism. Encourage staff to be brave and think outside the box.	82
2	Encourage flexible and agile working where possible. Allow people to work in creative environments.	74
2	Encourage the involvement of young and newly qualified staff, who can bring fresh thoughts and ideas.	74
1	Give teams time out to think about how they can improve their service.	74

Key

- Now.** - Easy to implement. Previous/Current examples exist. Quick win. Low risk.
- Wow!** - Innovative idea. Can be implemented. Might take a little more work/investigation
- How?** - Visionary. Not easily implemented. Challenges.

Appendix 2: Staff Engagement Planned Activities – Turning Ideas into Actions

Group A: Reduce bullying and harassment (or the perception of) in the HB		Status
A1	Offering ACAS training to managers, staff representatives, and HR colleagues	In progress
A2	Rolling out a 'no bystander' campaign throughout the HB with champions at all levels	Under discussion
A3	Offering a third party service to colleagues who experience or witness harassment or bullying	In progress
A4	Anchoring corporate programmes, meetings, conversations, etc. in our values	Ongoing
A5	Tackling difficult conversations with honesty and respect	Ongoing
A6	Advocating to NHS Wales for the creation of two e-modules on harassment and bullying (one for line managers and one for frontline staff)	To be explored

Group B: Support the wellbeing of colleagues in the HB		Status
B1	Promoting staff discounts	Ongoing
B2	Using our buying power to secure more discounts (e.g. salary sacrifice schemes, gyms, swimming pools, food)	To be explored
B3	Allowing staff to dedicate one hour a week to a wellbeing activity (e.g. fitness, mindfulness, staff motivation, social clubs, sports, weight management)	To be explored
B4	Setting up facilities on site with equipment and rooms for classes, physio / stretching exercises	To be explored
B5	Offering changing and shower facilities	To be explored
B6	Providing regular health checks for staff	To be explored

Group C: Recognise and optimise ABMU's current and future talent		Status
C1	Line managers developing their coaching skills to support team members	In progress
C2	Offering coaching services at the corporate level	In progress
C3	Offering learning and development opportunities early on to prepare people for managerial positions (e.g. Impact programme, talent management framework, PADR conversations, stretch assignments, etc.)	In progress
C4	Managers having conversations with team members to clarify roles and responsibilities	Ongoing
C5	Keeping job descriptions up to date	Ongoing

Group D: Create a culture of innovation and continuous improvement		Status
D1	Taking team time-outs to identify service improvements	In progress
D2	Giving staff dedicated time for training, learning and development, in addition to time to complete mandatory training	in progress
D3	Offering safe spaces and platforms for staff to present ideas for improvement	In progress
D4	Providing creative, flexible and agile work arrangements and environments where possible	Under discussion
D5	Encouraging involvement of staff of different levels and backgrounds to promote wider collaboration	To be explored

Key

Now.	Easy to implement. Previous/Current examples exist. Quick win. Low risk.
Wow!	Innovative idea. Can be implemented. Might take a little more work/investigation

How? Visionary. Not easily implemented. Challenges.

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>										
Legal Implications (including equality and diversity assessment)										
<p>Ensure compliance with GDPR Regulations. Each intervention will be EIA in accordance with need.</p>										
Staffing Implications										
<p>Briefly identify the known and/or potential staffing implications of this proposal/paper.</p>										
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)										
<p>The staff engagement activities of Phases 3 & 4 of #ShapingABMU were positioned as steps towards building a healthier and better organisation, and making ABMU a great place to work. Some of the information collected will inform the review of the current Staff Experience Strategy which has a goal focusing on wellbeing and so Goal 4 of the Wellbeing of Future Generations Act.</p>										
Report History										
Appendices		None								