

## PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 <sup>th</sup> April 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Staff Survey 2020
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling , Director of Workforce and OD
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Rob Blake, Head of Culture and Workforce Experience

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

For discussion

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

The need to measure staff experiences and assess what it is like to work for the organisation, daily challenges and how staff are being supported has always been a focus for the Organisational Development (OD) Team. This has become even more essential through 2020 and the challenges of COVID-19.

#### Cefndir / Background

The 2020 staff survey was undertaken throughout November 2020 (4<sup>th</sup>-24<sup>th</sup>) during the height of the COVID-19 pandemic and was a change from previous incarnations of the national staff surveys. The development of the 2020 survey had more emphasis upon staff experience and reduced quantitative measures. The direction of travel saw the number of questions significantly reduced from 91 (included within the 2018 survey) to 21 (7 of which were staff engagement questions). There continues to be opportunities to benchmark against previous questionnaires, however 2020 saw a different survey experience to previous years.

The survey progression was designed to enable a deep dive into teams when the results were available. This would enable local conversations to take place relating to specific ward/team/service experiences. All generated reports would require 11 or more respondents in order that confidentiality is maintained, any area that does not have this required number would not gain any intelligence from the survey.

A further change was this was the first live open survey, therefore there was not a requirement to input data that authenticates colleagues as working in NHS Wales. This was a conscious decision again to protect anonymity and hopefully raise compliance rates across Wales.

Hywel Dda University Health Board (HDdUHB) attained a compliance rate of 17% for the organisation, this breakdown consisted of 1759 completed questionnaires from the 10,533 distributed. This was a decrease of -3% against the All-Wales figure and -9% compared to the 2018 HDdUHB survey.

There was a need to forward a structure from which results and reports would be derived, this had a maximum parameter of 25 fields. These are listed in the engagement score table below.

Breakdown of compliance rates/ Engagement scores:

<b>Team</b>	<b>Sent</b>	<b>Completed</b>	<b>% Response</b>	<b>Engagement Score</b>	<b>2018 (+/-)</b>
<b>Carmarthenshire County</b>	382	171	45%	77%	0%
<b>Ceredigion County</b>	174	151	87%	76%	-1%
<b>Chief Executives Office</b>	81	34	42%	81%	+4%
<b>Facilities</b>	1146	31	3%	69%	-8%
<b>Finance</b>	107	41	38%	75%	-2%
<b>Medical</b>	126	126	100%	74%	-4%
<b>Medicines Management</b>	240	41	17%	78%	+1%
<b>Mental Health &amp; Learning Disability</b>	1134	161	14%	76%	-1%
<b>Nursing, Quality and Patient Experience</b>	278	278	100%	77%	0%
<b>Oncology and Cancer Services</b>	82	20	24%	76%	-1%
<b>Operations Director Management</b>	281	13	5%	75%	-2%
<b>Pathology</b>	249	26	10%	74%	-3%
<b>Pembrokeshire County</b>	290	127	44%	72%	-5%
<b>Planned Care</b>	1256	51	4%	78%	+1%
<b>Planning, Performance &amp; Informatics</b>	173	48	28%	78%	+1%

<b>Primary Care &amp; Primary Care Management</b>	230	42	18%	79%	+2%
<b>Public Health</b>	265	31	12%	83%	+5%
<b>Radiology</b>	288	33	14%	70%	-7%
<b>Therapies</b>	582	98	17%	77%	0%
<b>Unscheduled Care</b>	2265	83	4%	69%	-8%
<b>Woman &amp; Children</b>	718	75	10%	74%	-3%
<b>Workforce and Organisational Development *</b>	236	78	33%	83%	+6%
<b>Organisational total</b>	<b>10533</b>	<b>1759</b>	<b>17%</b>	<b>76%</b>	<b>-1%</b>

\*The 236 headcount included temporary COVID recruits and HCSWs, the removal of these would see a 177 headcount with 78 completing so a compliance rate of 44% for Workforce and OD

An attempt was made to display unscheduled care response rates for each acute site, however the numbers did not meet the required target and the system would not generate the calculation. There were 83 surveys completed with a total of 2265 distributed throughout the organisation.

### Asesiad / Assessment

The questions were split into sections:

#### Engagement

The seven questions all received mainly positive responses. Benchmarking these against the 2018 survey saw all scores very much in line with those from 2 years ago, give or take a small percentage. This is shown by the overall engagement score for HDdUHB of 76%, only decreasing by a single percentage score from 2018.

#### Friends and family

The friends and family question was also repeated in the 2020 survey. The question reads – ***If a friend or relative needed treatment, I would be happy with the standard of care.*** Respondents again scored highly for this with over 70% either strongly agreeing or agreeing. This was -1% on the 2018 score for HDdUHB.

### **Immediate experience of work**

The next six questions came under this heading with most results decreasing, some significantly from 2018.

The question – ***My Line manager takes a positive interest in my health and wellbeing*** decreased by -7%.

The other significant decrease derived from the question – ***Team members take time out to reflect and learn*** which decreased -6%

### **Bullying, Harassment and Abuse (BHA)**

It is encouraging that there was a drop of -4% in respondents claiming that they had been bullied, harassed or abused by members of the public from 2018. There was also a slight decrease of -3% of respondents who claimed that the organisation takes effective action if staff are exposed to any inappropriate behaviours.

In 2018, a question read – ***In the last 12 months have you experienced bullying, harassment or abuse from line managers or other colleagues***, this provided a 19% negative response. In 2020, the question was split into two separate questions to ensure some differentiation from leaders and colleagues.

It is interesting to see a significant difference in the results for these questions. The BHA question for line managers provided a 10.4 % negative response, where the same question for colleagues provided a 16.8 % negative response. It is widely believed that line managers are the perpetrators of inappropriate behaviours, this suggests a different dynamic.

The final three questions were quantitative which enabled respondents to input text answers. These were then analysed with themes being drawn from comments:

#### ***Q. What do we do well?***

Themes identified - work together, communicate to each other, provide excellent services, share knowledge and skills, respect each other, listen to one another, staff wellbeing.

#### ***Q. What could we do better?***

Themes identified - better communication from organisation/manager, streamline processes, too hierarchal, poor working conditions, inconsistent behaviours, bullying and no action taken, changing expectations resulting in conflict.

#### ***Q. If I could do one thing to improve my place of work it would be –***

Themes identified - more reliant IT, staff changing facilities, more meaningful discussions with staff to reflect on work/ideas/wellbeing, appreciated more by leader, greater support, have more confidence in myself, managers who come to shop floor and listen.

### **Black Asian and Minority Ethnic Staff (BAME) Group Results**

Given the emerging evidence of the adverse impact of the pandemic on the health of BAME individuals, a specific drill down into the experience of our staff from these groups was conducted which showed significantly different results from the overall staff picture.

The analysis could only be completed on BAME colleagues using filters. There were 100 completed surveys which equated to 11.5% response rate -5.5% on organisational total.

The engagement questions provided interesting reading with all of them significantly higher, with the exception of the going the extra mile question.

The engagement index questions highlighted a wider degree of positive responses compared to the overall HDdUHB results as indicated in the table below.

Survey Statement	Black, Asian and Minority Staff Group Response	Organisation Response
I look forward to going to work	75% (+15%)	60%
I am enthusiastic about my job	83 % ( +5.1%)	77.9%
I am proud to tell people that I work for the organisation	82% (+7.5%)	74.5%
I would recommend the organisation as a place to work	74% (+7.5%)	66.5%
I am willing to go the extra mile when required	80% (-9.5%)	89.5%
I am able to make improvements in my area of work	77 % ( +11%)	66%
I am involved in discussions on change	57% (=%)	57%

The friend and family question showed a +7%% on the HDdUHB response and the immediate experience of work questions provided mixed results than those of the organisational scores.

***My job provides me a sense of belonging*** was +6% on organisational score

***I am able to reflect and learn*** +8.5%

***My line manager takes a positive interest in my health and wellbeing*** was -1.5%

***The people I work with treat me with respect*** saw a swing of -3.4 % and ***I am able to challenge inappropriate behaviours*** was – 4.3%

The bullying, harassment and abuse questions aligned to the organisational scores. The only significant differences was with questions – ***I have been bullied, harassed or abused by a colleague in the last 12 months***, which saw a +4.2% response. The question asking if ***the organisation takes effective action against bullying, harassment or abuse*** saw a shift of +10.7%

The direction of travel for the National Staff Survey is encouraging, and one HDdUHB was increasingly involved with. The ability to dive down into local levels and enable meaningful discussions is one which HDdUHB is keen to build upon. This would enable far more significant conversations with leaders around staff experiences, engagement and behaviours and possibly link with patient experiences.

The timing of the survey was in the middle of a global pandemic. It is believed this had a noteworthy detrimental impact on the compliance of the survey, with rates across Wales lower than previous years.

The platform used nationally was not suitable, whilst well intentioned and has provided a simpler dashboard for the survey results (Attachment A), however it has lacked the functionality to enable a deeper analysis of the workforce intelligence. There has been criticism across Wales and further reviews will take place to assess if we continue with this platform in 2021/22.

### Argymhelliad / Recommendation

1. The survey suggests further areas of work to improve staff experiences. These results will be discussed with the BAME Advisory Group and an action plan developed during quarter 1.
2. The data also suggests there is further work to be undertaken with line managers about focusing on staff health and wellbeing and this is being taken forward through the Rest, Recuperation and Recovery Group currently working to support staff as we emerge from the pandemic and based on the intelligence from the staff discovery process.
3. The team have completed survey reports for following levels of the designed structure:
  - Workforce and Organisation Development
  - Mental Health and Learning Disabilities
  - Finance
  - Nursing.

This is allowing local conversations to take place to enable progression in enhancing staff experiences for these areas. The Team will complete further breakdowns for all other 21 areas of the planned structure (as shown in table 1, page 2). The deeper analysis will allow further conversations to be undertaken for all designated levels with an ability to benchmark against the wider organisational results.

These actions are in line with the planned outputs of the National Staff Survey and the future of utilising this process to collate workforce intelligence.

4. This report will be submitted to the Staff Partnership Forum for further discussion on results and building upon organisational actions to develop enhanced staff experiences for HDdUHB.

- The OD team are currently reviewing other platforms, which enable a greater collation of staff experience at local levels. This information will inform us on how our staff are feeling, the challenge and the overall wider picture of what it is like working for HDdUHB. This workforce intelligence will be vital in driving key workforce objectives and the progression of the Workforce, OD and Learning strategy 2020.

### Argymhelliad / Recommendation

PPPAC is asked to note the contents of this report and to discuss the way forward.

### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): <a href="#">Hyperlink to NHS Wales Health &amp; Care Standards</a>	All Health & Care Standard's apply
Amcanion Strategol y BIP: UHB Strategic Objectives: <a href="#">Hyperlink to HDdUHB Strategic Objectives</a>	Living and Working Well To improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Support people to live active, happy and healthy lives; Ensure a sustainable, skilled and flexible workforce to meet the changing needs of the modern NHS

### **Gwybodaeth Ychwanegol:**

#### **Further Information:**

Ar sail tystiolaeth: Evidence Base:	NHS Wales Staff Survey - HDdUHB 2018 NHS Wales Staff Survey – HDdUHB 2020
Rhestr Termau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	N/A

### **Effaith: (rhaid cwblhau)**

#### **Impact: (must be completed)**

<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Wholly related to workforce – engaged workforce delivers improved quality, financial and service performance
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	The workforce skills, competence and levels of engagement correlate to the quality of patient care

<b>Gweithlu: Workforce:</b>	Wholly related to workforce – engaged workforce delivers improved quality, financial and service performance
<b>Risg: Risk:</b>	N/A
<b>Cyfreithiol: Legal:</b>	N/A
<b>Enw Da: Reputational:</b>	N/A
<b>Gyfrinachedd: Privacy:</b>	N/A
<b>Cydraddoldeb: Equality:</b>	N/A



Organisation Chart

Search...

Hywel Dda University  
Health Board

Teams : 22    Headcount: 10533

- Cardiff and the Vale Health Board
- Ceredigion County
- Chief Executive's Office
- Facilities
- Finance
- Medical
- Medical Services Management
- Mental Health & Learning Disabilities
- Nursing, Quality & Patient Experience
- Oncology & Cancer Services
- Operations Director Management
- Pathology
- Pembrokeshire County
- Planned Care
- Planning, Performance & Informatics
- Primary Care & Primary Care Management
- Public Health
- Radiology
- Theatres
- Unclassified Care
- Women & Children
- Workforce & Organisational Development

Overview

Key Drivers

Comments

Overview of Results

Engagement Score

Your team's score

76%

VS last survey ▼-1%

Benchmark: 76%  
VS last survey ▼-1%

Measured against:

Organisation

Survey Details

17% Complete

10533 Sent  
1759 Complete

Current Survey

03/11/20 - 24/11/20

Next Survey

TBC

Breakdown by:

Age

16 - 24

79%

N/A

25 - 34

76%

N/A

35 - 44

77%

N/A

45 - 54

76%

N/A

55 - 64

76%

N/A

65 +

82%

N/A

Prefer not...

64%

N/A

Breakdown by:

BAME

No

76%

N/A

Yes

78%

N/A

Prefer not to say

66%

N/A

Breakdown by:

Disability

No

77%

N/A

Yes

75%

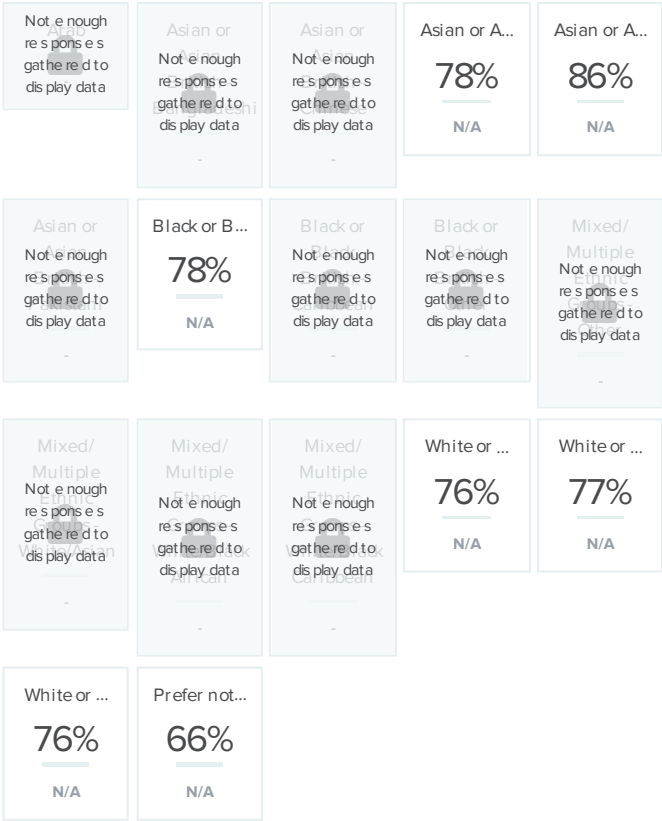
N/A

Prefer not to say

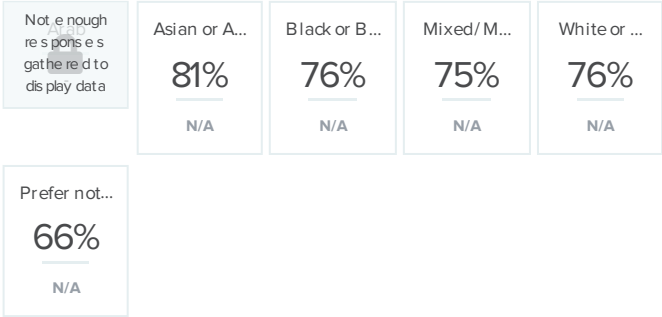
63%

N/A

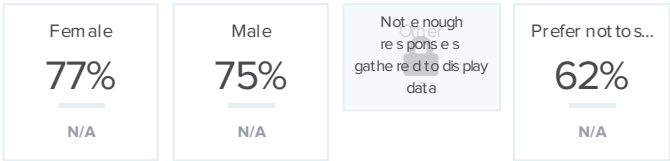
Breakdown by: Ethnicity



Breakdown by: Ethnicity - Grouped

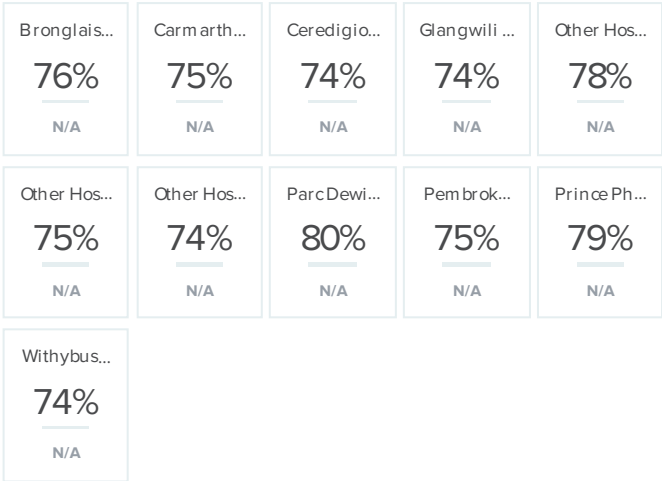


Breakdown by: Gender



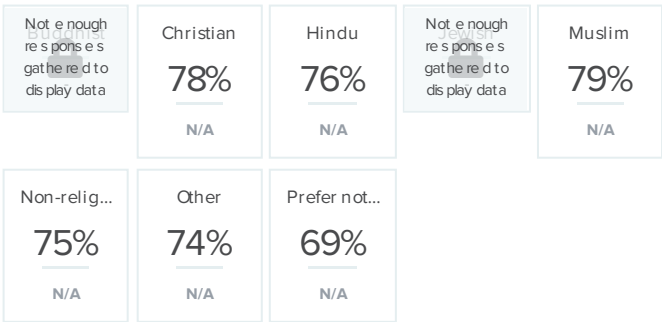
Breakdown by: 

Location



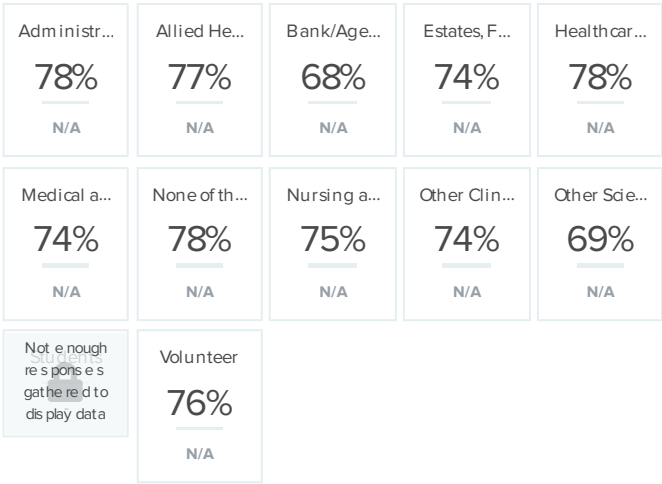
Breakdown by: 

Religion/belief



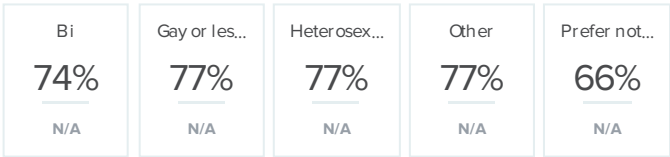
Breakdown by: 

Role



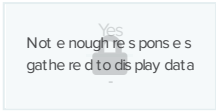
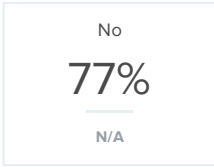
Breakdown by: 

Sexual orientation



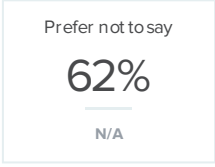
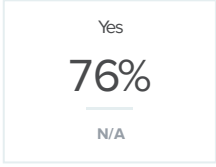
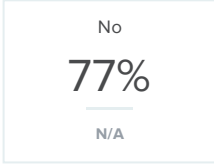
Breakdown by:

Trans status



Breakdown by:

Welsh speaker





Well done. You're doing great at...



Opportunities to excel exist in...



Key focus areas for impactful change

Section ▾

Question ▾

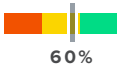
Sentiment/Favourability

Key Focus

Engagement

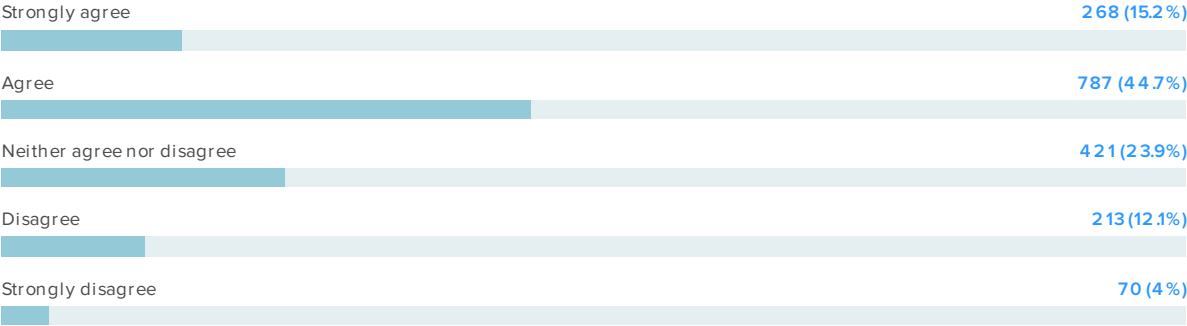
☰ I look forward to going to work.

[Answers ^](#)



I look forward to going to work.

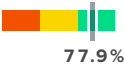
Select



Engagement

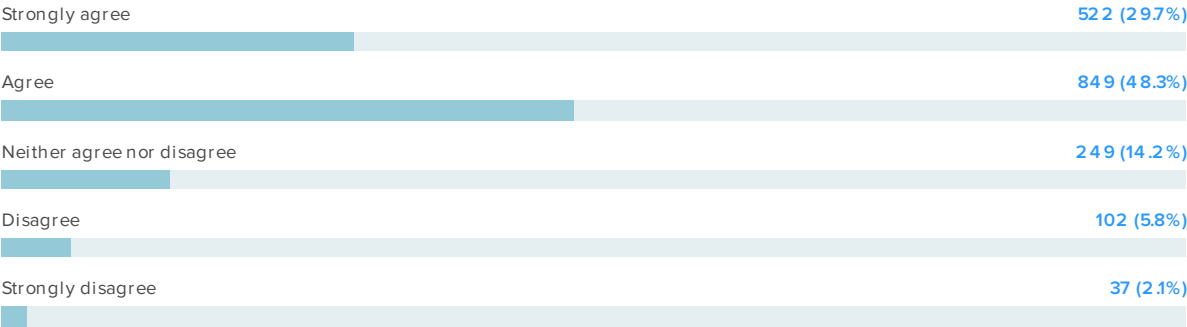
I'm enthusiastic about my job.

[Answers](#) ^



I'm enthusiastic about my job.

Select



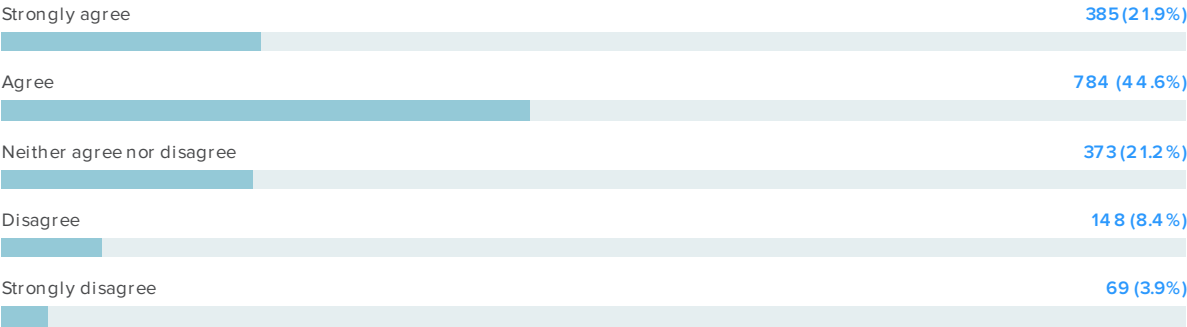
Engagement

I would recommend my organisation as a place to...  
[Answers ^](#)



I would recommend my organisation as a place to work.

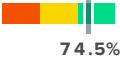
Select



Engagement

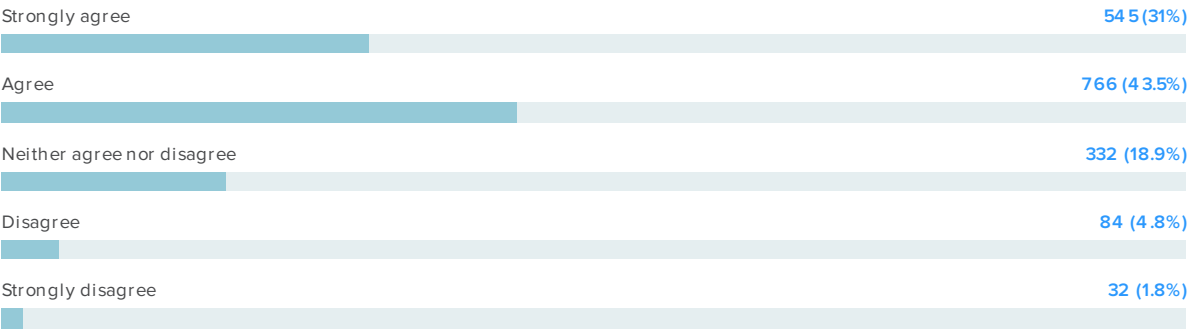
I am proud to tell people I work for my organisation.

[Answers](#) ^



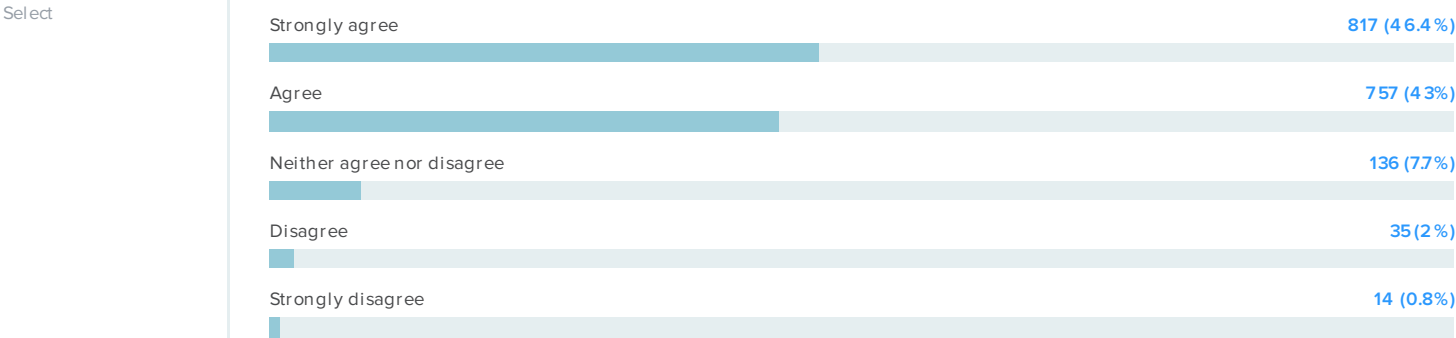
I am proud to tell people I work for my organisation.

Select



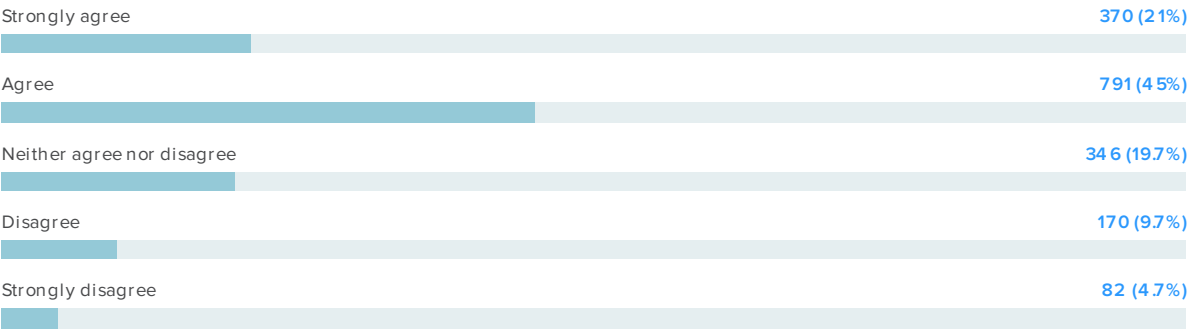


I am happy to go the extra mile at work when required.



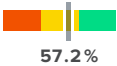
I am able to make improvements in my area of work.

Select



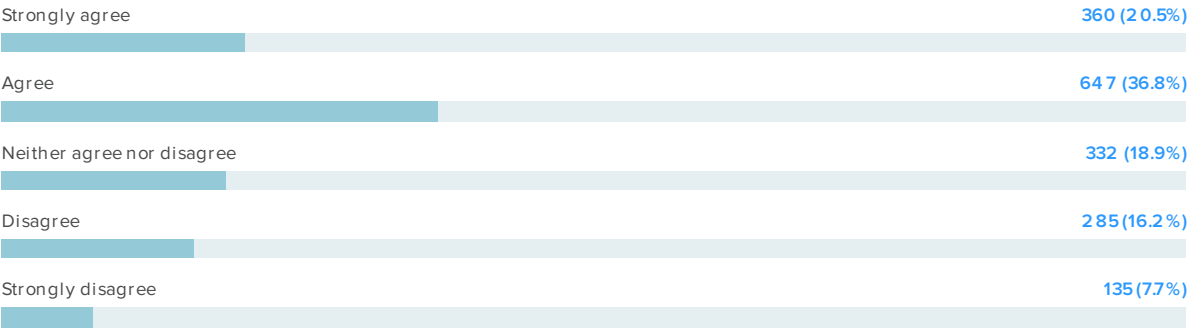
Engagement

I am involved in discussions / decisions on change introduced in my work / department / team.  
[Answers ^](#)



I am involved in discussions / decisions on change introduced in my work / department / team.

Select



Friends & Family

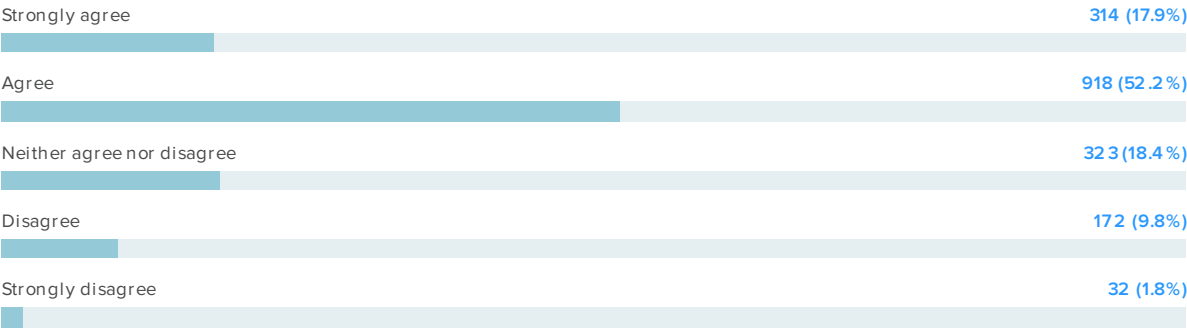
☰ If a friend or relative needed treatment, I would be happy with the standard of care provided by this...



[Answers](#) ^

If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.

Select

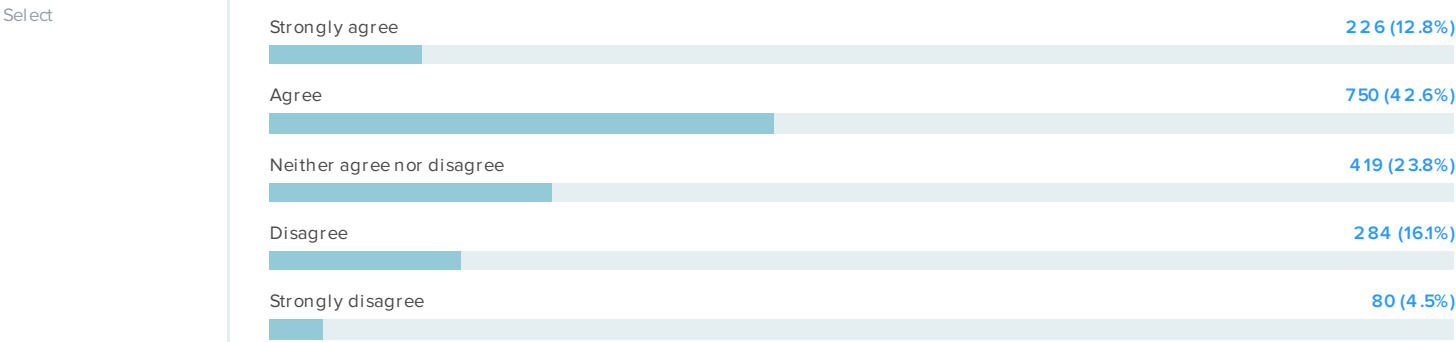


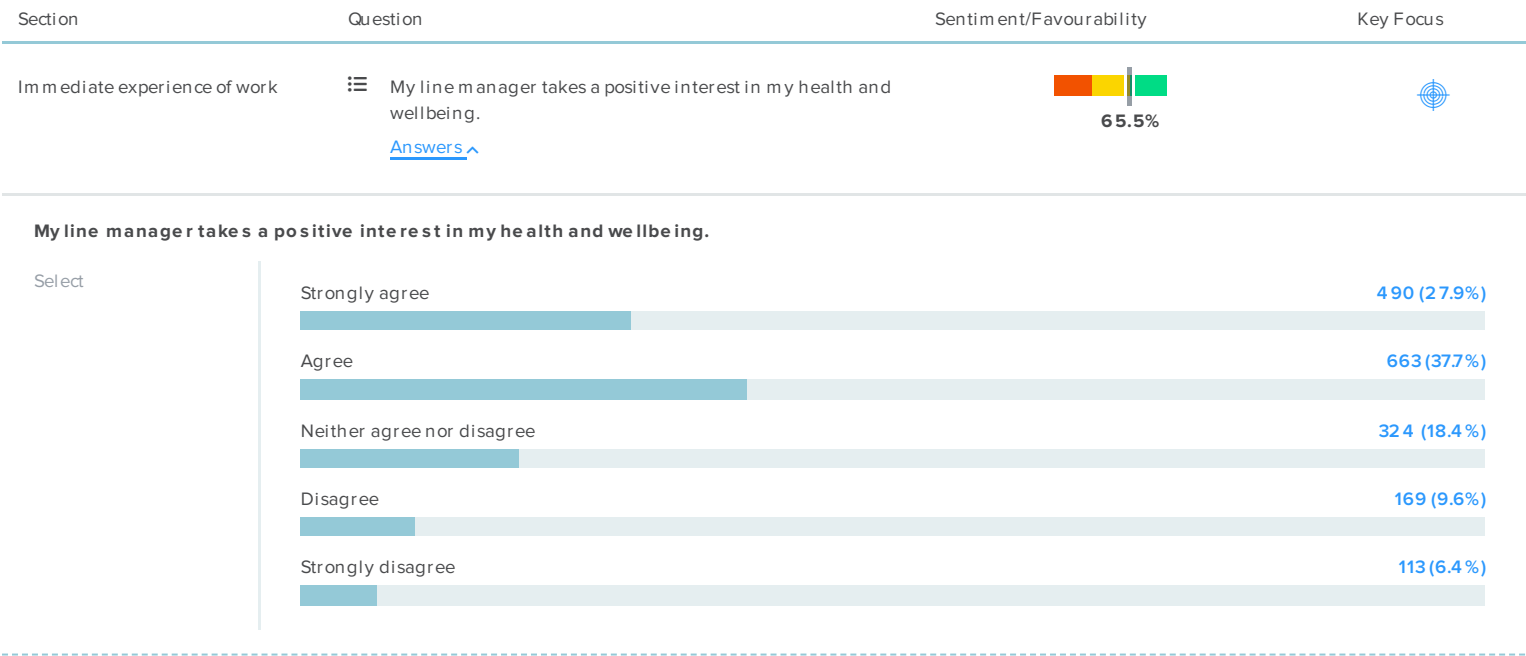


## Select

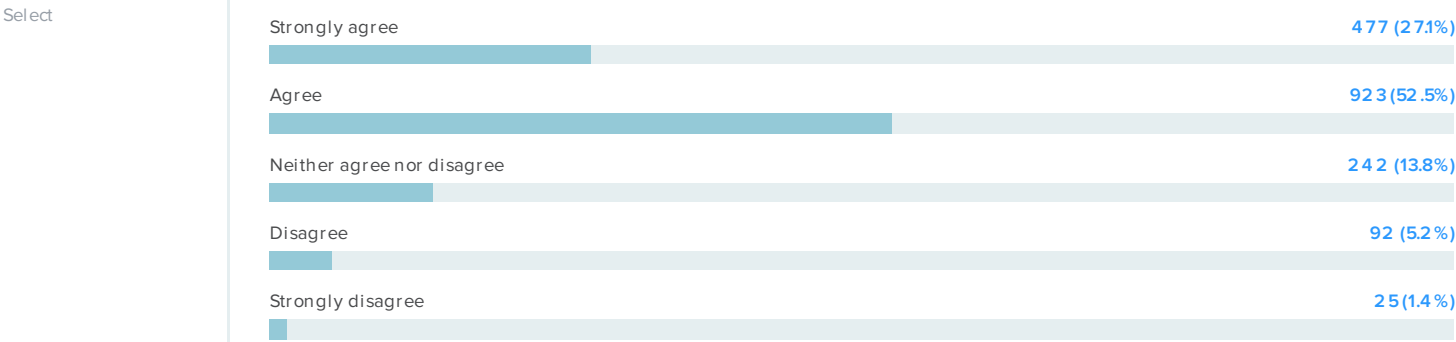
Response	Count	Percentage
Strongly agree	314	17.9%
Agree	899	51.1%
Neither agree nor disagree	337	19.2%
Disagree	158	9%
Strongly disagree	51	2.9%

Team members take time out to reflect and learn.






The people I work with treat me with respect.

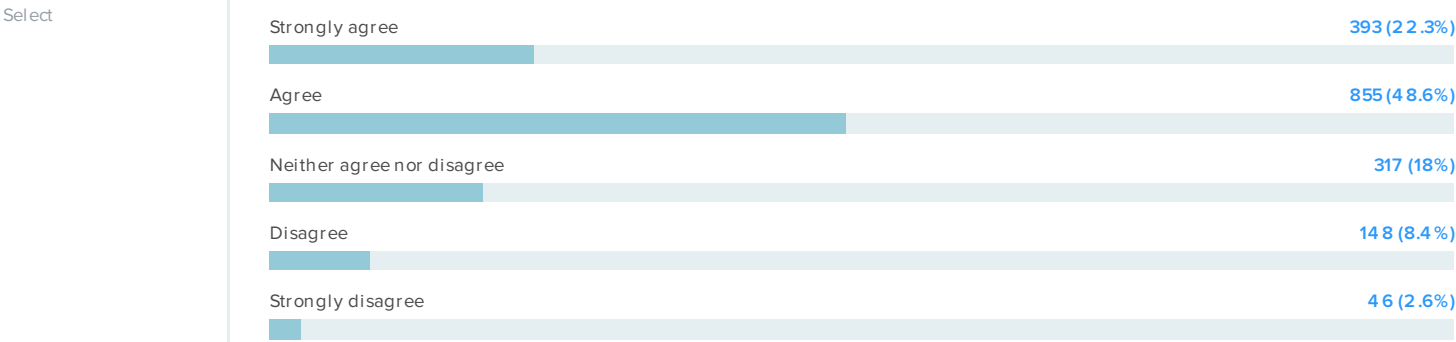






Section	Question	Sentiment/Favourability	Key Focus
Immediate experience of work	<div><div></div><div>My line manager makes clear what is expected of me.</div><div><a href="#">Answers ^</a></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>70.9%</div>	

My line manager makes clear what is expected of me.



**In the last 12 months have you experienced bullying, harassment or abuse by your manager?**

Select

Response	Count	Percentage
Yes	183	10.4 %
No	1576	89.6 %

Bullying, Harassment, Abuse

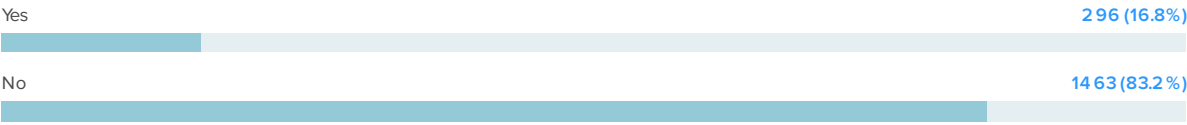
☰ In the last 12 months have you experienced bullying, harassment or abuse by another colleague?



[Answers](#) ^

In the last 12 months have you experienced bullying, harassment or abuse by another colleague?

Select



**In the last 12 months have you experienced bullying, harassment or abuse by a member of the public?**

Select

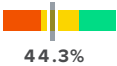
A horizontal bar chart with two bars. The top bar is labeled 'Yes' and has a value of 256 (14.6%). The bottom bar is labeled 'No' and has a value of 1503 (85.4%). The bars are blue and extend from a vertical line on the left. The 'No' bar is significantly longer than the 'Yes' bar.

Response	Count	Percentage
Yes	256	14.6%
No	1503	85.4%

Bullying, Harassment, Abuse

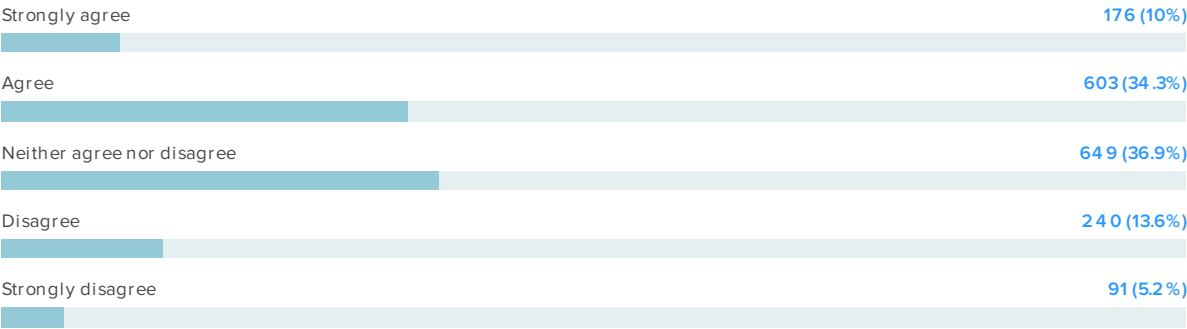
☰ My organisation takes effective action if staff are bullied, harassed or abused by other members of staff...

[Answers](#) ^




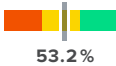
My organisation takes effective action if staff are bullied, harassed or abused by other members of staff or a member of the public.

Select



Personal Reflections

 What do we do well?  
[Answers ^](#)




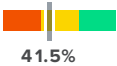
What do we do well?

Natural Language Themes



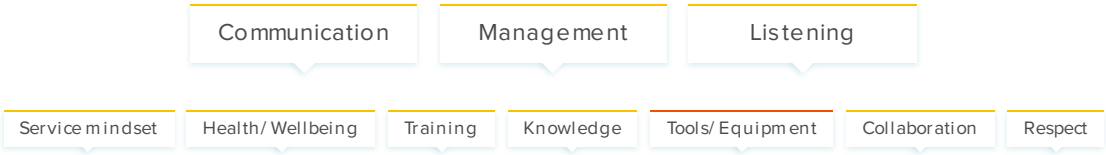
Personal Reflections

 What things could we do better?  
[Answers ^](#)




What things could we do better?

Natural Language Themes

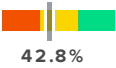




Personal Reflections

 If I could do one thing to improve my work it would...

[Answers](#) ^



If I could do one thing to improve my work it would be ...

Natural Language Themes

