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CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	Agenda Item
Report Title	Staff Survey Actions - #ShapingABMU – Engagement activities and next steps
Report Author	Marie-Andrée Lachapelle, Organisational Development Lead Facilitator / Staff Experience
Report Sponsor	Louise Joseph, Assistant Director of Workforce & OD
Presented by	Louise Joseph, Assistant Director of Workforce & OD
Freedom of Information	Open
Purpose of the Report	The principal purpose of this report is to provide assurance to the Workforce & OD Committee on actions taken to engage staff in developing priorities as a result of the NHS Wales Staff Survey and to inform of upcoming steps.
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>			
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 activities that have taken place so far and those to come 			

#ShapingABMU – Engagement activities and next steps

1. INTRODUCTION

The principal purpose of this report is to provide assurance to the Workforce & OD Committee on actions taken to engage staff in developing priorities as a result of the NHS Wales Staff Survey and to inform of upcoming steps.

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 (Appendix 1). 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:

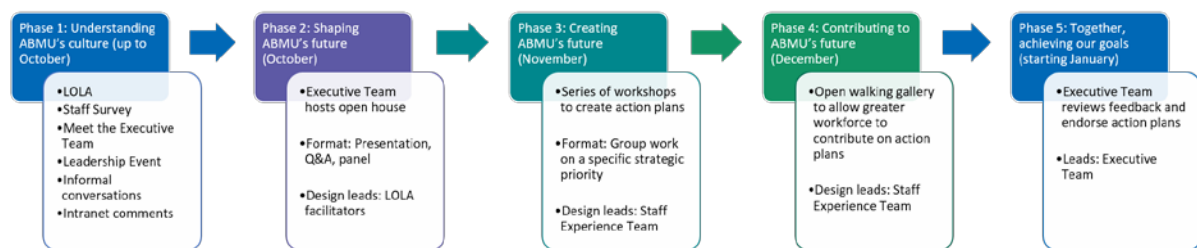
- provide a platform for colleagues to put forward ideas on how to enhance ABMU's staff and patient experience
- widen engagement opportunity to colleagues by providing online participation over a period of over three weeks
- create ownership and responsibility for change and improvement across ABMU
- 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.

In discussion with James Moore, national lead for NHS Wales Staff Survey, he shared that the Welsh Partnership Forum has not identified actions from the survey results yet, but that it is likely that they will look at:

- bullying, harassment and abuse
- health and wellbeing
- senior leadership/trust

He believes that these three items can and should be looked at from a local lens, which gave us reassurance in the choice of our three topics for Phase 3. He also shared

that any action relating to the bigger picture and/or process (e.g. the Dignity at Work policy) would be best picked up pan-Wales.

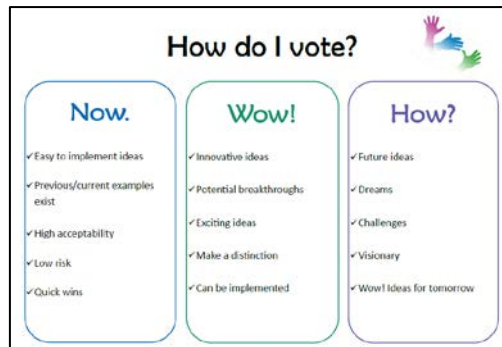
Phase 3 consisted of a two-hour workshop that was repeated five times throughout the week of 19th November. The table below gives more information on the times, locations and participation.

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	Morriston 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.

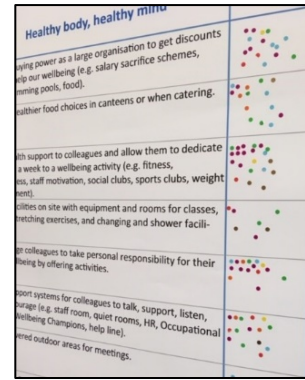
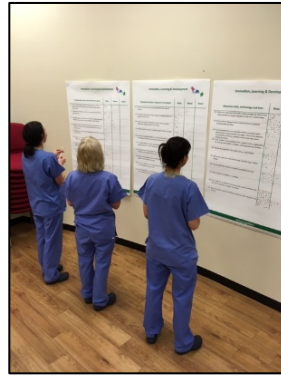
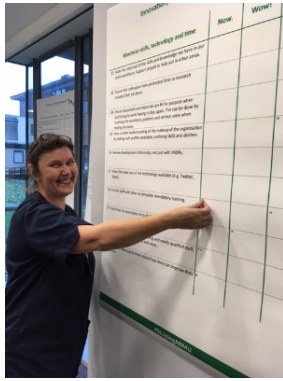


3.3 Open Walking Galleries

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

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. Next Steps

At the time of writing this paper, the on line engagement tool is still live. Once this closes, the key priorities identified by staff as a result of phases 3 & 4 will be summarised and presented back to Executive Team to determine our actions and this will take place during January. We foresee that some actions will require further research and work, such as:

- contacting other departments who can inform on the feasibility of the idea
- sharing the ideas with departments who may want to enhance/promote work that is already in place
- contacting other health boards 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

However, where areas have already been highlighted as an organisational concern (e.g. how we support staff to raise concerns in the event of bullying and harassment), a commitment to proceed has already been made by the Executive Team, including the development of our managers through ACAS and the formal procurement of an independent guardian service. Please refer to separate paper for details.

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.

5. GOVERNANCE AND RISK ISSUES

At this point we do not foresee any governance issues.

6. RECOMMENDATION

Members are asked to :

- **NOTE** the progress made in delivering the staff engagement commitments as set out in the plan and note that an overarching priorities action plan draft will be produced for Executive Team in January for approval in February.

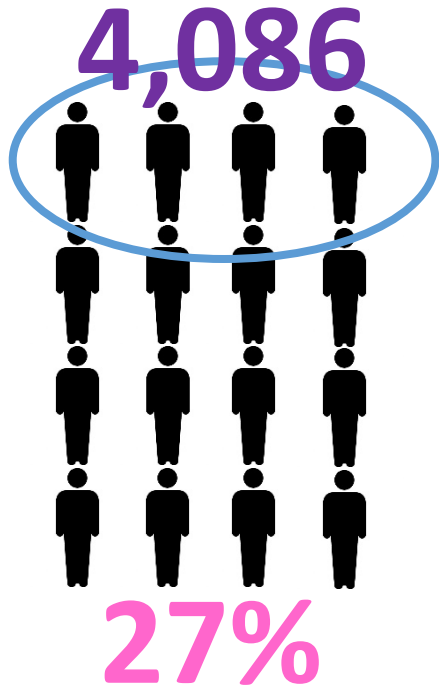
Appendix 1

Staff Survey – Staff Engagement Planned Activities

Timescale	Actions	Update
9 th – 19 th October	<ul style="list-style-type: none"> Chief Executive highlighted Staff Survey results during the October staff engagement presentations; 'Shaping our Future – Staff Engagement Sessions with CEO Tracy Myhill, and members of her Executive Team'. In total, there were five staff engagement sessions across health board sites, with 267 members of staff attending 	Complete
18 th October	<ul style="list-style-type: none"> Staff Survey results and action planning approach discussed at Sub-Group Partnership Forum 	Complete
24 th October	<ul style="list-style-type: none"> Executive Team feedback session with Quality Health and National Programme Lead 	Complete
November and December	<ul style="list-style-type: none"> Executive Team and Delivery Unit Directors, together with partnership forum to work in collaboration with staff at a series of workshops and wider engagement activities, co-ordinated by Staff Experience. The aim of the collaborative work will be to inform actions required that will enhance staff experience and ultimately patient experience ACAS commissioned to run bullying & harassment workshops for managers. 10 sessions planned – December through to March 2019. ACAS to support HR & Trade Unions. 3 workshops planned – November to February 2019. Options appraisal to be developed for staff 'raising concerns' process and procedures. To be submitted to Executive Team for consideration - November. 	<p>Complete</p> <p>Underway</p> <p>Complete. Tender in process</p>
Early December	<ul style="list-style-type: none"> Regional pan-organisational workshops with NHS Wales partners will be held at the national level 	Complete
January 2019	<ul style="list-style-type: none"> Draft action plans developed at an organisational level as a result of engagement during October/November/December Plans shared with partnership forum Executive Team endorses the actions and measures for success, share with colleagues and invite everyone to play an active role All findings will be used to inform the review of our Staff Experience Strategy 	<p>Planned for January</p> <p>Presentation scheduled for 28/1</p> <p>Presentation scheduled for 13/2</p>

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 <p>Many of the actions identified in Phase 3 and Phase 4 are behaviour-related and do not have cost implications. Some actions will have a financial implication and they will be identified as the idea is designed for implementation.</p>								
Legal Implications (including equality and diversity assessment) <p>Ensure compliance with GDPR Regulations.</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.</p>								
Report History								
Appendices		n/a						

A quick recap...



Most areas have shown improvement in ABMU and NHS Wales as a whole

Engagement index score increase from 3.68 to 3.81

Areas with positive results: ability to make improvements in area of work, all scores in Line Manager sections, PADR completion

An improvement of 12% in line managers being more approachable and giving clear feedback

Important areas with less positive results: stress at work, harassment and bullying, resources

Bullying and harassment up from 16% to 20%

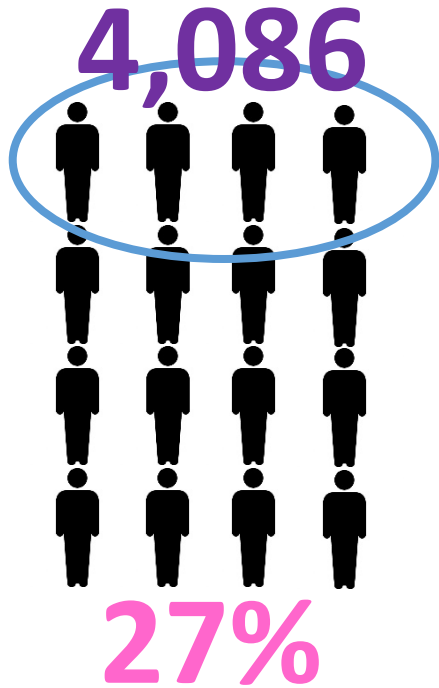


Engagement Index



Theme	ABMU			NHS Wales		
	2013	2016	2018	2013	2016	2018
Intrinsic psychological engagement	3.83	3.94	4.03	3.80	3.91	4.02
Ability to contribute towards improvements at work	3.20	3.36	3.66	3.14	3.35	3.65
Staff advocacy and recommendation	3.41	3.73	3.76	3.37	3.68	3.79
Overall Engagement Index Score	3.48	3.68	3.81	3.43	3.65	3.43

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Other survey highlights

Line Management



	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
How often would you say your line manager demonstrates a positive approach to work and leads by example?	2018	4,019	67	38%	30%	20%	8%		68%	+7% ^s	-1%
	2016	2,619	91	29%	31%	23%	10%	7%	60%	+7% ^s	+0%
	2013	3,670	48	22%	31%	27%	12%	8%	53%		+1%

Other survey highlights

Communication



	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
The organisation provides me with enough information to enable me to do my job well.	2018	4,021	65	12%	53%	23%	10%	65%	+7% ^s	+0%
	2016	2,594	116	11%	47%	28%	10%	58%	+8% ^s	-0%
	2013	3,691	27	7%	44%	31%	14%	51%		+2%

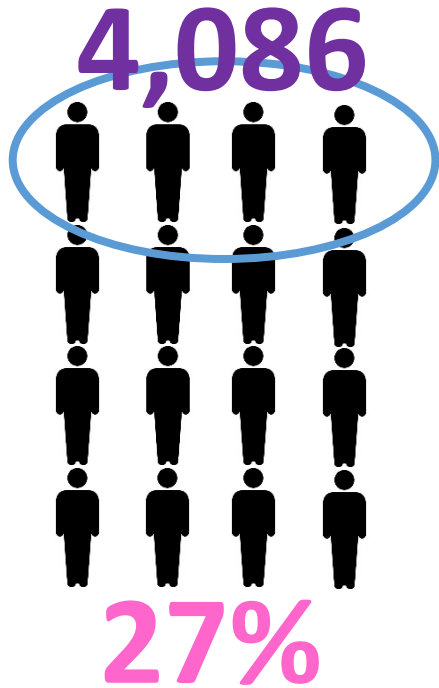
Other survey highlights

Make improvements



	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
I am able to make improvements in my area of work.	2018	3,945	141	32%	43%	17%		75%	+14% ^s	+1%
	2016	2,689	21	19%	42%	21%	13%	61%	+5% ^s	+0%
	2013	3,702	16	14%	42%	22%	16%	57%		+2% ^s

A quick recap...



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Areas with positive results: ability to make improvements in area of work, all scores in Line Manager sections, PADR completion

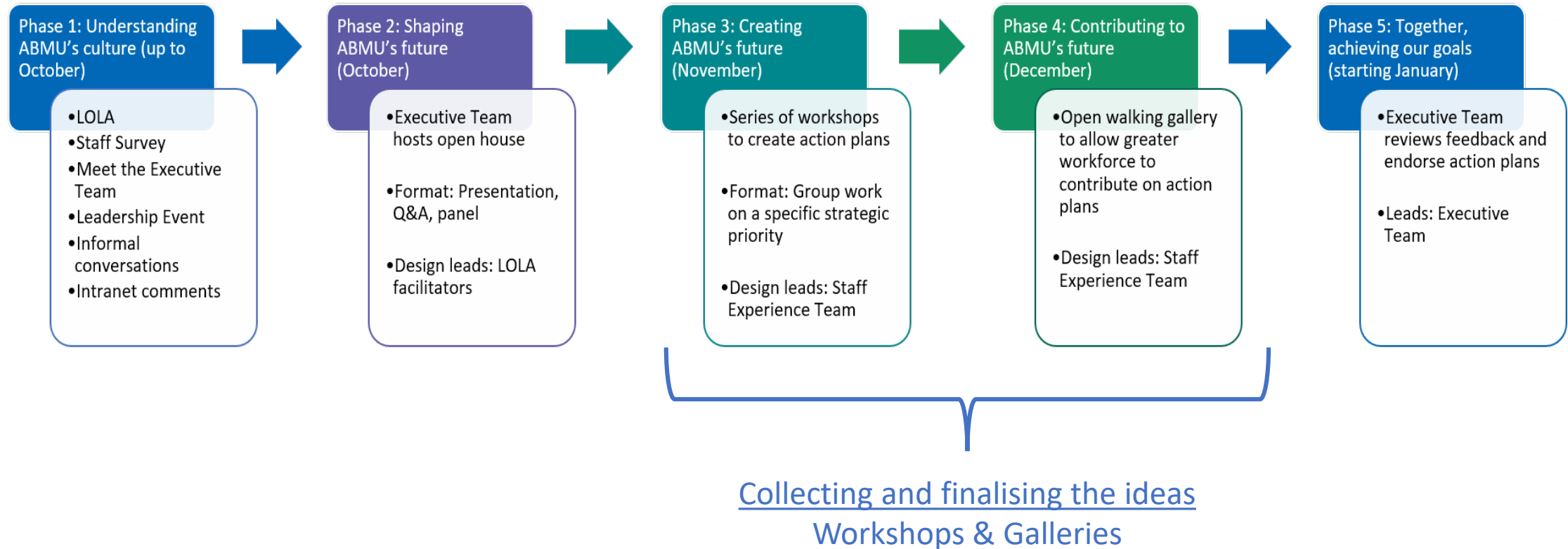
An improvement of 12% in line managers being more approachable and giving clear feedback

Important areas with less positive results: stress at work, harassment and bullying, resources

Bullying and harassment up from 16% to 20%



Five phases of #ShapingABMU



Three stylized hands in purple, blue, and green reaching upwards.

Innovation, Learning & Development



Workshops held across ABM

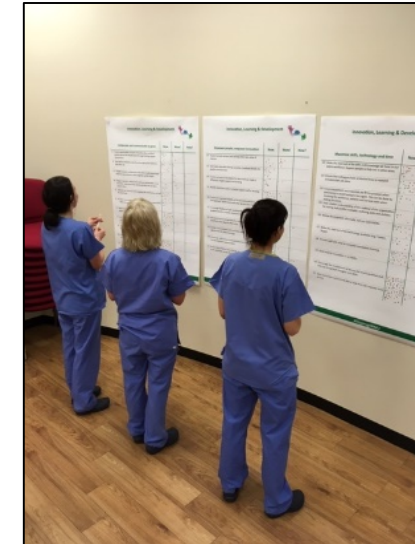
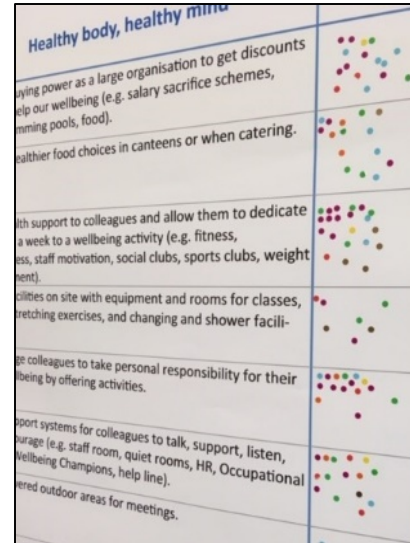
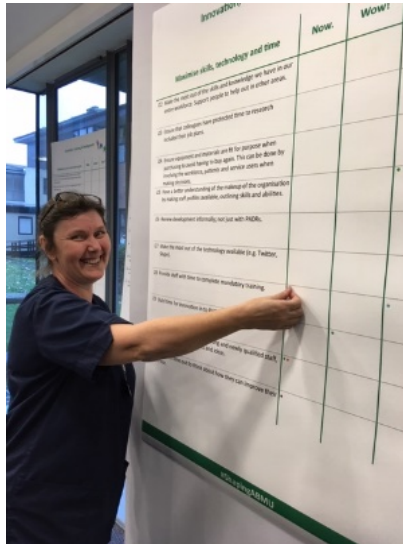
Colleagues participated

Ideas collected



December Galleries

Phase 4



7

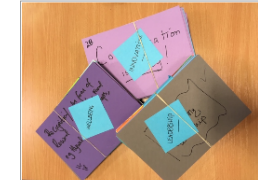
Open Walking Galleries held
across ABM

170+

Colleagues participated

94

Ideas for voting



What's next?

Details of the sessions:

<u>Date</u>	<u>Time</u>	<u>Venue</u>
6 December 2018	10.00-15.00	Princess of Wales Hospital – MPEC
7 December 2018	10.00-15.00	Morriston Hospital – Education Centre
10 December 2018	10.00-15.00	Singleton Hospital – Boardroom
13 December 2018	13.00-16.00	Cefn Coed Hospital – Seminar Room F
14 December 2018	09.00-11.30	Neath Port Talbot Hospital – Education Centre
14 December 2018	12.30-15.00	Baglan HQ – Committee Room
18 December 2018	09.00-11.30	Neath Port Talbot Hospital – Education Centre

Attachments

300+ voices listened to

The Top 10

1. No bystander approach to bullying
2. Health support to colleagues – 1hr a week
3. Dedicated time for training
4. Facilities on site for wellbeing classes
5. Use buying power for staff discounts (Wellbeing)
6. Reduce fear of failure
7. Health checks for staff
8. Challenge behaviour not in keeping with Values
9. Empower staff to admit when overloaded with work
10. Healthier food choices



Ideas into action

- Some work is already underway
- Test practicality
- Identification of pilot areas
- Promote what's in place and already in the pipeline
- Build organisational belief and confidence



Feedback to staff and continue to involve

Colleagues who participated said...



“Valuable use of time”

“Great event to get involved in,
nice one!”

“Great to work with others”
“I feel listened to”
“Brilliant discussions”

“Everyone had a chance to speak”

“I've learned a lot on
this session”

“Not feeling so
isolated”

Any questions...

