



AGENDA ITEM

7.3

CTM MANAGEMENT BOARD

STAFF WELLBEING SURVEY

Date of meeting	25/03/2021
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Jemma Ambrose (Clinical Psychologist – Wellbeing) and Clare Wright (Strategic Lead for Wellbeing and Consultant Clinical Psychologist)
Presented by	Hywel Daniel Executive Director for People
Approving Executive Sponsor	Executive Director of Workforce & Organisational Development
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

CTMUHB	Cwm Taf Morgannwg University Health Board
N	Number of staff
ILG	Integrated Locality Group

1. SITUATION/BACKGROUND

The purpose of this report is to present the Board with a summary of the findings from the Staff Wellbeing Survey (October 2020). Completed by approximately 785 staff employed by Cwm Taf Morgannwg University Health Board (CTMUHB). Also to outline what additional services have been put in place or are planned in response. The report also discusses recommendations to further support staff wellbeing.

To ensure that processes and policies enhance Staff Wellbeing and embody the values of the organization, 'Listen, Learn and Improve', 'Treat Everyone with Respect' and 'Work Together as one Team', the organisation needs to validate, listen and respond to the needs of its employees.

Staff Wellbeing Survey

A Wellbeing survey was circulated during a two week period in October 2020 to all staff at CTMUHB, approximately 785 staff took part, from 14 locations and across nine job role types (i.e. administration/nursing and midwifery/allied healthcare professionals/medics). The survey consisted of 12 questions developed by the Strategic Lead for Wellbeing, with a mix of open and closed questions (See Appendix I)

- 1.1 A similar survey was completed by an external agency McCann Synergy in June 2020, this survey initially focused on the proposed values and behaviours (that have since been launched) but also asked questions pertaining to staff wellbeing.

Findings of the October 2020 Survey

- 1.2 Findings indicated that out of all staff who answered the survey,
 - 29% did not feel happy at work
 - 58% reported feeling moderately-highly anxious at work
 - 71% reported feeling moderately-highly tired at work
 - 70% reported that Covid-19 had a severe impact on wellbeing at work.
- 1.3 Compared to the survey findings by McCann synergy in June 2020, staff from CTMUHB surveyed in October 2020 reported feeling more anxious (58% Oct 20 vs 46.3% June 2020) and reported that Covid-19 was having a greater impact on their wellbeing at work (70% Oct 20 vs 46.6% June 20).



1.4 Fewer staff answered the open dialogue questions in October 2020, however in response to the survey question 'What other issues, concerns if any are impacting your wellbeing at this current time?' thirteen themes emerged.

The themes are listed in descending order of prevalence (those reported most, to those reported least).

Themes	No. of responses
Being Under-resourced at work (lack of staff, increased workloads, deployment, working over contracted hours, inability to take breaks)	85
Concerns about Friends and Family	79
Communication Difficulties at Work (lack of information sharing, covid-19 policies/procedures unclear/conflicting advice from government and CTM UHB)	57
General Low Wellbeing (burnout, stressed, anxious, isolated)	55
Not Feeling Safe at work – physically and psychologically (worried about catching covid-19, social distancing not followed, bullying)	55
Difficult Working Atmosphere (Low morale/team dynamics)	39
Lack of Support structures (not enough emotional and practical support by managers, IT difficulties)	30
Specific concerns (financial, sickness absences, environmental)	
Own Physical Health Concerns	29
Lack of Clarity around Home Working	28
Restrictions in Leisure Time	18
Childcare Difficulties	17
Bereavements	12



- 1.5 In response to the question 'Is there any additional support or help that we could provide that would benefit your wellbeing', seven themes emerged:
- 1) More Support for Wellbeing (counselling, peer support, training, webinars, better support from managers – feedback/check ins, wellbeing initiatives – radio on at work, fitness classes).
 - 2) More Time and Better Access to Wellbeing Resources.
 - 3) More Resources (more staff, ability to take breaks/leave on time, paid breaks, more facilities – showers/larger spaces to social distance, training around Personal Protective Equipment (PPE), covid-19 tests for staff, flexible working).
 - 4) More Recognition at Work Covid and Non-Covid Related (understanding and appreciating from managers, being listened to, feeling respected and cared for).
 - 5) Support and Clarity around Home-Working.
 - 6) Improving Communication (honest communication, keeping staff up to date, preparing for post covid-19).
 - 7) Scepticism that CTMUHB would listen and respond to the survey.
- 1.6 These findings are consistent with reports and studies in other organisations and provides further evidence that staff wellbeing is most effectively supported at both an individual and organisation level and that holistic support from the organisation as a whole is required.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

2.1 The following actions are either ongoing or have been implemented by the Wellbeing Service and in response to survey feedback

2.1.1 A summary document 'You Said, We Did' was created to highlight to staff responses to the October 2020 Survey (Appendix III) and what actions have been taken as a result. A similar document was drafted in response to the June 2020 Survey (Appendix IV) and sent to the communications team to make into a poster and distribute.

2.1.2 The Wellbeing Service are continuing to provide wellbeing drop in support sessions. Following the June survey wellbeing have started offering the following workshops and groups to support staff and are continuing to do so - Anxiety/Low Mood/Stress Management, Trauma, Mindfulness Based Living and Compassion Based Living. These sessions

are usually delivered to a specific group of staff, at the request of their managers, and can be tailored accordingly if needed.

- 2.1.3 Vivup is available for staff who would like to access one to one counselling, plus 24/7 telephone support and a wide range of on-line self-help resources.
- 2.1.4 In response to the October Survey, and to provide additional support for line managers, the Wellbeing Service now provide management consultation slots where managers are able to have telephone sessions with a Wellbeing clinician to discuss any difficulties in the team and further support options.
- 2.1.5 The Communications Team delivered a recognition initiative in December 2020 to recognise the hard work of staff during the pandemic. The perception of a lack of recognition for the efforts of staff and acknowledgement of the difficult circumstances created by the Covid pandemic, was mentioned in the survey responses as contributing to a sense of lack of support from managers. This event helped to address this situation.
- 2.1.6 The findings of the report have been shared with Head of Workforce and OD and Integrated Locality Group (ILG) leads to increase their awareness and to address some of the issues raised by staff. Moving forward, the wellbeing service is working in closer partnership with the ILGs to create both CTM wide and ILG specific wellbeing plans.
- 2.1.7 Psychological Wellbeing Practitioners have been appointed within the wellbeing service to deliver:
- Mental Health Awareness Training, due to be rolled out across the Health Board from April 2021 to managers to support them in supporting their staff;
 - Mental Health First Aid Training, due to be rolled out from April 2021 onwards with an eventual aim of training one Mental Health First Aider per department across the whole of the Health Board;
 - Specific programmes which promote healthy life style choices and improve the emotional and physical wellbeing of staff. These will include services to support healthy weight management and to encourage staff to engage in more physical activity.



- 2.1.8 A joint initiative with the Arts and Health Co-ordinator is currently being piloted, to provide creative arts based wellbeing activities for staff unable to leave their clinical areas to access the recharge rooms.
- 2.1.9 A scheme is due to be launched in April 2021 making virtual reality headsets available to staff on a months' loan basis. These will teach and support relaxation and Mindfulness techniques and activities.
- 2.1.10. The Wellbeing Service has launched a Long Covid emotional support group for staff. This provides an informal space for staff to meet with peers, to share experiences, provide mutual support, and address issues with social isolation, anxiety and depression.
- 2.1.11. Plans are also in place to provide one to one support to staff members, in conjunction with their line managers, to assist staff experiencing high levels of anxiety about returning to working on site. This may be as a result of a prolonged period of sickness absence, shielding or having worked from home for a significant period.
- 2.1.12. Finally the Wellbeing Service plans to launch "Staying Well Plans" to be completed at induction and then reviewed as part of the annual appraisal process or more frequently if a staff members' physical or emotional health needs change. These provide a guided process through which staff members can identify and discuss with their line managers, any issues that may relate to their physical or emotional wellbeing and equip managers to know how best to support the wellbeing of their staff.

2.2 ***Future Proposed Initiatives***

- 2.2.1 The Wellbeing Service is aware that, despite the promotion of the service on the Staff Facebook Group Page, on SharePoint and on the CTMUHB internet pages, many staff and their line managers are still unfamiliar with the help that is available to them. To address this, and promote the service, we are working with an external agency to raise the profile of the help that is available by improving the branding and visual identity of the service. This will work alongside and clearly reference the Values and Behaviours assets but provide a distinctive and easily recognisable Wellbeing Service identity. The aim is to launch this campaign in March 2021.



2.2.2 As described above, many new initiatives have been put in place or are about to be launched in response to the feedback given in the October survey. However, the Wellbeing service has so far not succeeded in making this well known to everyone. As a result it is important that we now concentrate our efforts on publicising the “You Said We Did” message, in order for staff to feel that their feedback has been listened to and taken seriously. Staff have clearly told us that they feel moderately to severely anxious, moderately to severely tired and report that Covid-19 is having a major impact on their life inside and outside of work. We need to publicly acknowledge this with the help of the Communications Team and to reassure them that we have listened and have acted as a result.

2.2.3 Once this has been achieved, we would recommend that the survey be repeated in April or May 2021 in order to monitor staff wellbeing during and after this second peak of the Covid-19 pandemic. This will provide staff an opportunity to give further feedback on the current service provisions, to raise their concerns and to make suggestions for what more we could be doing to support them in the workplace.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 Staff well-being is a key risk on the Corporate Risk Register as well as the Covid-19 Gold Risk Register.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Staff and Resources
	Staying Healthy
Equality impact assessment completed	Not required



Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Main Strategic Objective	To protect and improve population health
Link to Main WBFG Act Objective	Work with communities to prevent ill-health, protect good health and promote better health and well-being

5. RECOMMENDATION

- 5.1 Members of the Board are asked to **NOTE** the findings from the Wellbeing Survey completed by CTMUHB employees in October 2020.
- 5.2 Help promote current and proposed future initiatives to ensure staff are made aware of resources and support.



Appendix I

October 2020 Wellbeing Survey

In June 2020 we asked staff to rate their wellbeing as part of the Values and Behaviours Survey. The results showed that a lot of people were experiencing high levels of anxiety and exhaustion. We have used this information to develop additional wellbeing resources for staff.

With the winter approaching we would love to find out how you are feeling now, if anything has changed, if we need to put other services or sources of support in place for staff and to ask your views on what might help. If you would take a moment to complete these questions I would be very grateful,

Thanks

Dr Clare Wright (Strategic Lead for Wellbeing)

1. Please Indicate your location by placing a tick in the relevant box

Location	
Abercynon HQ	
Church Village Community Health Office	
Coity Clinic	
Dewi Sant Hospital	
Glanrhyd Hospital	
Keir Hardie Health Park	
Maesteg Hospital	
Prince Charles Hospital	
Princess of Wales Hospital	
Royal Glamorgan Hospital	
Ysbyty Cwm Cynon	
Ysbyty Cwm Rhondda	
Ysbyty George Thomas	
I work in the community	
Other	

2. Please Indicate your CTM function by placing a tick in the relevant box



7. Are you aware of the staff wellbeing portal?

Please tick as appropriate

- Yes
- No

8. If you answered yes above, how often do you refer to the staff wellbeing portal?

Please tick as appropriate

Very infrequently	
Somewhat infrequently	
Occasionally	
Somewhat frequently	
Very frequently	

9. How strongly do you agree with the following statement (the staff wellbeing portal is useful for supporting my wellbeing needs)

Please tick as appropriate

Strongly agree	
Somewhat disagree	
Neither agree nor disagree	
Somewhat agree	
Strongly agree	

10. How likely are you to recommend the wellbeing portal to a colleague at CTM on a scale of 0-10

11. Is there any additional support or help that we could provide that would benefit your sense of wellbeing?

Please indicate in this space below

Thank you for taking the time to complete this short survey



Appendix II

POSITIONING

Help us shape your workplace

What we value at Cwm Taf Morgannwg UHB and how we support one another has never been so important. Before the pandemic, we asked you to help shape our values and behaviours and because Covid-19 has affected all of us in many different ways, we want to make sure they still ring true.

We only have a few days to get your views and the questions only take **less than 3 minutes to answer**.

Your response will help us to be confident that we have a set of values and behaviours that reflect what it's like to work here and ones that we can all be proud to live by.

All answers are completely anonymous. Thank you so much.

THE QUESTIONS

Here we include our values and behaviours which we would love to get your feedback on.

Some quick definitions:

- Our values are what we live by as an organisation, they define and influence the way we work.
- Our behaviours are what we expect from each other to make it clear and easy to bring these values to life.

1. As a colleague at CTM UHB how happy are you with these being our values?

<1-5 rating and matrix>

<1 – not at all happy, 2 – not very happy, 3 – neutral, 4 – happy, 5 – very happy

That people will listen and take action

That we respect each other

That teams work together with everyone

2. Overall, do you feel these values reflect your experience at work during COVID-19?



Yes / No

3. Is there anything you feel is missing?
<open comment>

4. Here's a reminder of the behaviours we have shaped so far. Which ones do you feel most reflect what it's like to work here? (Pick as many as you wish).

- Take time to ask and listen to peoples' worries, views and ideas
- Hear and understand people, patiently and with empathy, and take meaningful action
- Make it safe and easy for people to speak up, as well as being open to giving and receiving feedback as a chance to learn
- Look out for people's wellbeing and safety – both physical and psychological – and do something about it if these are at risk
- Treat people as equal and valued individuals, and protect their dignity and privacy with compassion and integrity
- Go out of my way to be helpful, supportive and show courtesy
- Notice what people do to make a difference and say 'thanks'
- Welcome change, and bring an optimistic, 'can do' attitude
- Be friendly, approachable, polite, smile and introduce myself
- Actively involve and consult other people, build trusting relationships, and help others to take responsibility
- Be open, clear and honest in my communication, and if I need to, I will change how I communicate so people can understand
- Be curious and look to learn and share learning, encourage and enable others to grow and develop

5. Which ones do you feel **do not** reflect what it's like to work here? (Pick as many as you wish).
<same list as above>

6. (Optional) Please tell us why.
<open comment>

7. Is there anything you feel is missing?
Yes / No

8. If yes - what have we missed?
<open comment>



9. We'd love to find out how you are feeling at the moment.

On a scale of 0 – 10 with 0 being not at all and 10 being completely...

Over the past week, how happy have you felt:

In work

Outside of work

10. Over the past week, how much has COVID 19 negatively impacted your overall sense of wellbeing:

<scale and matrix>

In work

Outside of work

11. On a scale of 0-10:

- How anxious have you felt in the last week?
- How tired have you felt in the last week?

12. To ensure we have captured everyone's views, please tell us:

What function do you work in?

<dropdown>

- Administrative & Clerical
- Allied Health Professionals
- Additional Clinical Services
- Additional Professional Scientific & Technical
- Estates & Ancillary
- Healthcare Scientists
- Medical & Dental
- Nursing & Midwifery Registered
- Students
- Other

13. Where are you located?

<dropdown>

- Abercynon HQ
- Church Village Community Health Office

- Coity Clinic
- Dewi Sant Hospital
- Glanrhyd Hospital
- Keir Hardie Health Park
- Maesteg Hospital
- Prince Charles Hospital
- Princess of Wales Hospital
- Royal Glamorgan Hospital
- Ysbyty Cwm Cynon
- Ysbyty Cwm Rhondda
- Ysbyty George Thomas
- I work in the community
- Other

Thank you for your time and help!



Appendix III



Appendix IV

Wellbeing Service

You Said, We Did

You Said

You told us you had nowhere to rest and have a break during the working day

You told us you struggle to get a drink during the working day

You told us you don't really know how to go about looking after your emotional wellbeing.

You told us that you would like to have someone available to talk to if you are struggling with your emotional wellbeing

You told us that you liked the one hour Mindfulness Sessions but you would like more in-depth training on Mindfulness.

You told us that you sometimes struggle with sleep.

You told us in the Values and Behaviours Survey that you are experiencing high levels of anxiety.

We Did

We have made Recharge Rooms available at PCH, RGH and POW

We ensure free refreshments are available in the Recharge Rooms.

We now provide Staying Well Workshops which can be arranged within your department. Your ward or department manager just needs to email Clare.Wright@wales.nhs.uk to arrange this.

We brought in Vivup who provide free 24/7 telephone support, counselling and lots of self-help information on their website – see www.vivup.co.uk or call 03303 800658

We now provide 8 week Mindfulness Based Living Courses across various sites. Details can be found on our wellbeing internet portal at cwmtafmorgannwg.wales/staffwellbeing

We have information about a variety of free apps that can help with sleep (e.g. Sleepio, Mindfulness Association, Headspace) available at cwmtafmorgannwg.wales/staffwellbeing

We have designed and are about to launch new Managing Anxiety and Managing low mood workshops for all staff. Details will be available at cwmtafmorgannwg.wales/staffwellbeing.