



# Our Employee Experience Framework



# How to Use this Toolkit

## This Toolkit is separated into easy to navigate sections

To flick through the pages of this document in sequence use the  or  arrows on the sides of each page, or on your keyboard to turn to the previous or next page on screen

Or, you can click on the titles listed opposite to jump straight to that section

 Click on the Menu button (*bottom right corner*) to return to this page

This Toolkit is designed to be interactive – there are hyperlinks throughout which take you directly to:

- *our Intranet for internal Health Board information,*
- *or to the www. to access information and advice published by other organisations*

## 1 Introducing Our Framework

## 2 Why It's Important

## 3 Taking Action

## 4 Next Steps

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navigate straight to that page*



1

# Introducing our Framework

The Vision

Our Framework

You Should Feel...

*Click on any title above to  
navigate straight to that page*



# Our Employee Experience Vision

**“Employee Experience Shapes Patient Experience”**



**Our  
Vision**

**We have a shared purpose, feel we belong  
& have a meaningful connection to our work,  
to each other & to the community we serve**

*We will collectively have the courage to uphold this vision  
with each other and across the organisation*

# Our 6 Pillar Framework



# You Should Feel...

## My Work Has a Purpose

- I have a sense of purpose & feel my work makes a difference to other people's lives. I have pride in what I do & a sense of achievement.*
- My work is meaningful & makes a difference to patients & the wider community.*

## I Have Enough Control

- I feel I have enough control over my work & my working life.*
- I have autonomy & ownership & feel empowered & trusted.*

## I Feel Cared For

- I feel cared for & care for others. I have a sense of wellbeing & experience compassionate & thoughtful leadership. I can be myself at work.*

## I Have a Sense Of Belonging

- I feel I belong here because I have a meaningful bond with my team & with ABUHB. I have clarity about my role, a strong team identity & I feel connected to my team & the organisation. Joy & fun are part of my experience at work.*

## My Work Is Valued

- What I do is distinctive & valued. I am part of a learning culture where I am supported & challenged. I am rewarded, recognised & appreciated for the part I play.*

## I Am Fairly Treated

- I work in a system which is fair. There is openness; transparency & honesty. I am treated with dignity & respect & I feel safe & secure.*





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## Why It's Important

Why Develop a Framework?

Understanding Engagement

Core Ingredients of Wellbeing

People Have Told Us

It's Important Because...

What Are The Benefits?

*Click on any title above to navigate straight to that page*



# Why Develop a Framework?

The purpose of this Framework is to draw together the two essential cornerstones of **Employee Wellbeing & Engagement**

The Health Board has identified Wellbeing and Engagement as one of its top priorities as described in our [Integrated Medium Term Plan](#).

We recognise that staff experience shapes patient experience and the important role this plays in how we all work together to deliver care.

This Framework draws on, and is responsive to, a broad range of strategic local and national drivers including:

*Click on any box to access further information*

Our Clinical  
Futures  
Strategy

Our Integrated  
Medium  
Term Plan

Our Patient  
Experience  
Framework

Our Workforce  
People Plan (2017)

Parliamentary  
Review of Health  
and Social Care  
(2018)

A Healthier Wales:  
*Our Plan for Health  
and Social Care*  
(2018)

Wellbeing of  
Future  
Generations Act  
(2015)

Social Services and  
Wellbeing (Wales)  
Act (2014)

Public Health  
Wales 5 Ways to  
Wellbeing

NHS Wales  
Wellbeing  
Matters toolkits





# Understanding Employee Engagement

*Click on the star image to access further information & helpful resources*

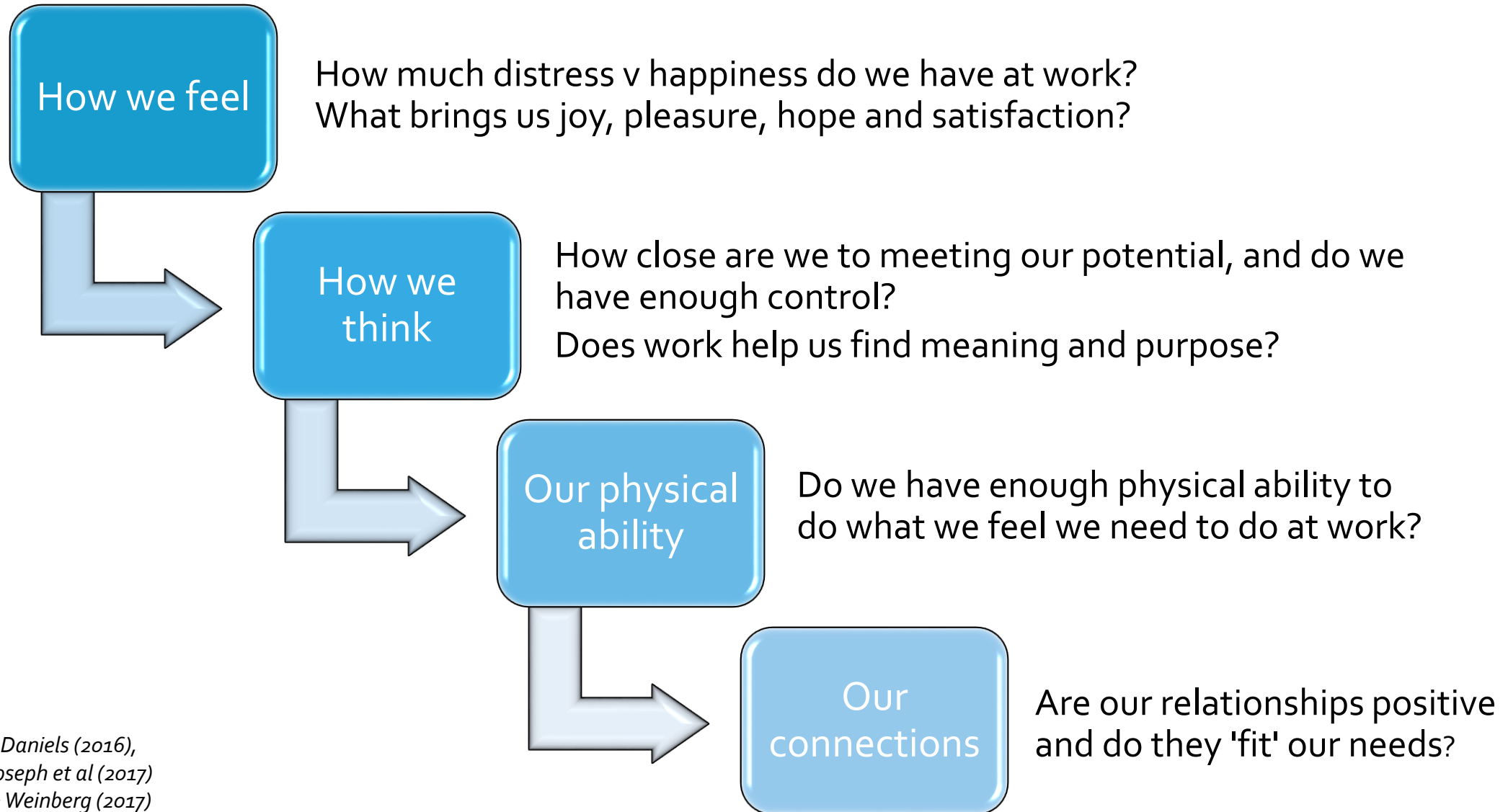


'Engagement' is the term used to describe how connected we feel with our role, our team and our organisation.

[NHS Employers](#) have published a really useful 'staff engagement star' which illustrates how different aspects of our working lives contribute to our feeling of engagement.

The star has five points that all contribute to engagement. The points are linked – meaning that we need to feel all five to be really engaged in our work; and also that spending time developing one point will have a knock-on positive impact on the others.

# Core Ingredients of Employee Wellbeing



*Daniels (2016),  
Joseph et al (2017)  
& Weinberg (2017)*



# What People Have Told Us...

Wellbeing is essential & we should care for ourselves and each other so that we can provide our patients with excellent service delivery

It is important to value people for their different experiences and backgrounds, & we need the diversity of our teams to reflect the communities we serve

We all share responsibility for our own wellbeing and engagement, and that of the people we work alongside

Staff involvement, engagement, partnership working and wellbeing are strategic priorities at the forefront of organisational delivery and change

We should all have freedom to act appropriate to our role, & we should be encouraged to develop & bring our whole selves, including our unique additional skills & knowledge, to our work



# It's Important Because...

## We put People First



*Our Health Board Values are clear & well understood, but how do we demonstrate that we're living them?*

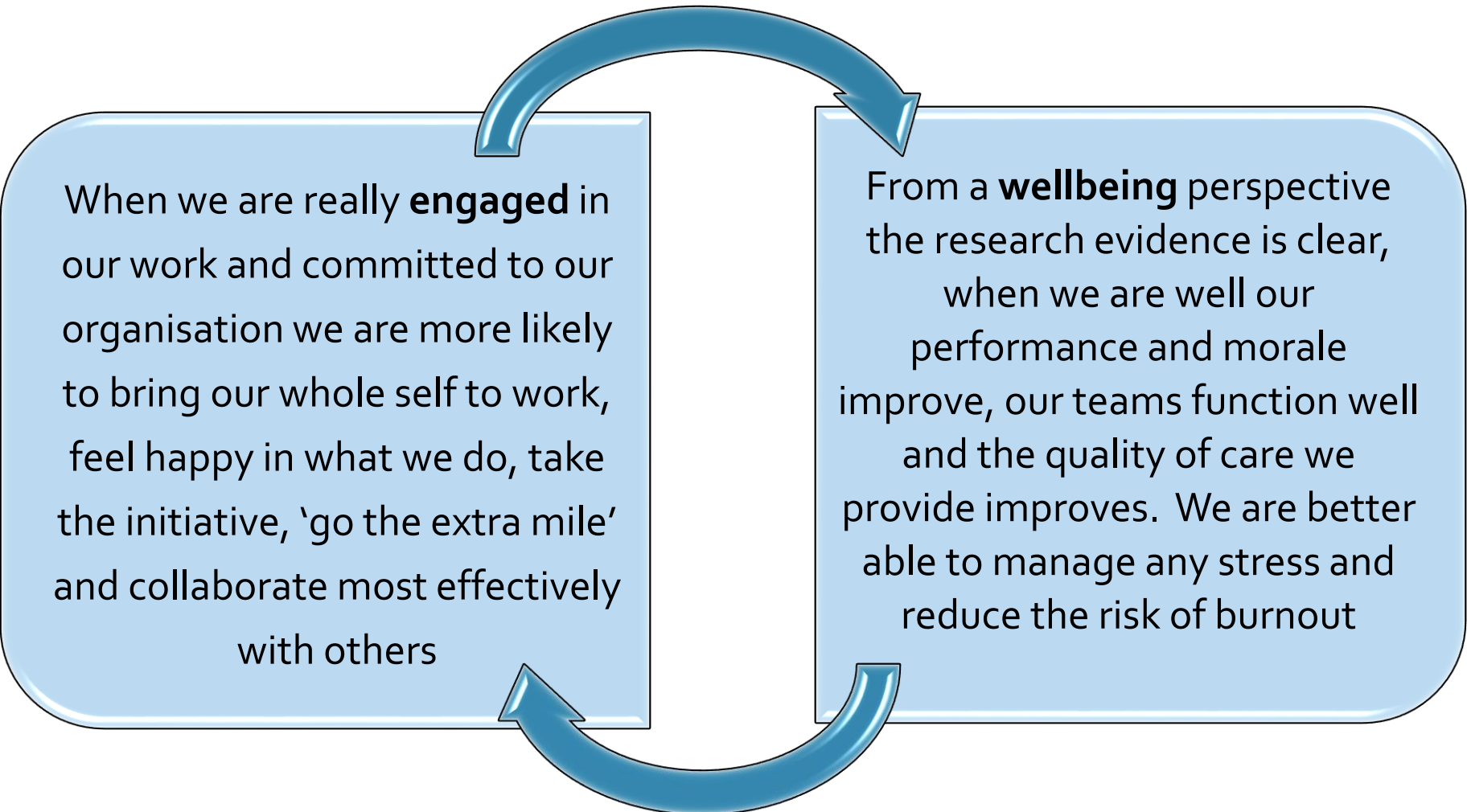
*Our behaviours translate Aneurin Bevan's values into action*



**We should all take personal responsibility for making employee wellbeing & engagement a priority**



# What are the Benefits?



When we are really **engaged** in our work and committed to our organisation we are more likely to bring our whole self to work, feel happy in what we do, take the initiative, 'go the extra mile' and collaborate most effectively with others

The diagram consists of two light blue rounded rectangular boxes connected by two curved blue arrows forming a clockwise cycle. The left box contains text about engagement, and the right box contains text about wellbeing. A blue arrow points from the left box to the right box, and another blue arrow points from the right box back to the left box. On the far left of the slide, there is a blue arrow pointing left. On the far right, there is a blue arrow pointing right and a circular icon with three horizontal lines.

From a **wellbeing** perspective the research evidence is clear, when we are well our performance and morale improve, our teams function well and the quality of care we provide improves. We are better able to manage any stress and reduce the risk of burnout



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## Taking Action

[How Can We Deliver?](#)

[Indicators](#)

[Lets Get Practical](#)

[Our Commitments](#)

[Support & Resources](#)

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navigate straight to that page*







# How can we Deliver this?

To enable all of us to maintain our wellbeing, to thrive in work and feel engaged with our role and our team we need to work together

*In practice this means:*



**Each of us** can take responsibility for our own health & wellbeing, for making positive choices and sharing any concerns we have with our line managers as soon as possible



**Managers** should know their teams, stay connected with how people are feeling about their work and notice when people's performance or behaviour changes



Our **Health Board** prioritises employee wellbeing and provides a range of services/ resources which enable us to stay well in the first instance, and are there to support us in times of need

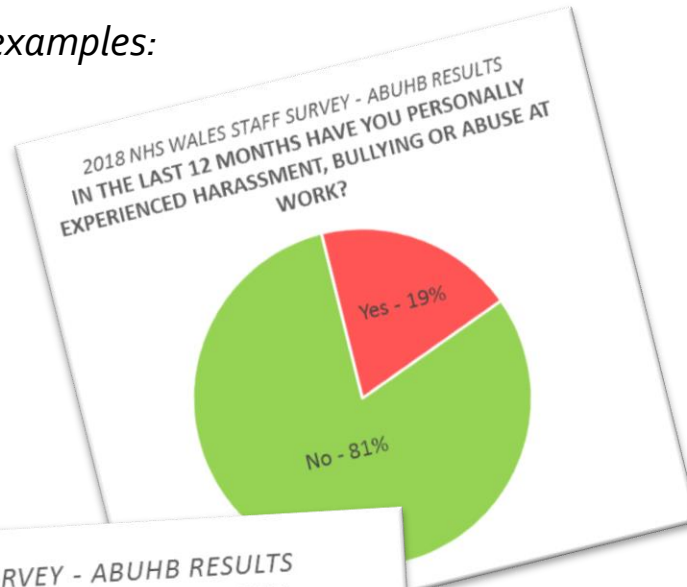


# Indicators of Engagement & Wellbeing

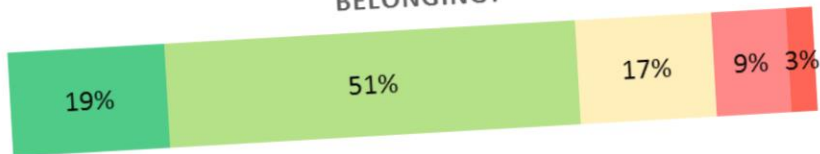
How 'engaged' & 'well' are colleagues working in this Health Board feeling? There is a wide range of data and evidence to help us understand how people are feeling, and to help us prioritise the action we take. **What are the indicators in your area?**

Here are a few examples:

Click on the graphs for further information



2018 NHS WALES STAFF SURVEY - ABUHB RESULTS  
TO WHAT EXTENT DO YOU AGREE OR DISAGREE  
THAT YOUR JOB GIVES YOU A FEELING OF  
BELONGING?

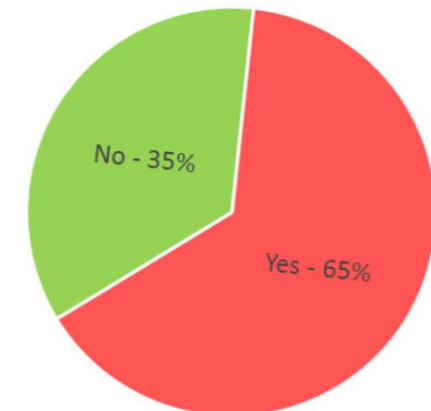


- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

ABUHB Overall Sickness Absence %



2018 NHS WALES STAFF SURVEY - ABUHB RESULTS  
IN THE LAST THREE MONTHS HAVE YOU EVER COME TO  
WORK DESPITE NOT FEELING WELL ENOUGH TO  
PERFORM YOUR DUTIES?



# Lets Get Practical...

The Engagement Star reminds us that our engagement and wellbeing are influenced by various factors:

*(turn back to [page 9](#) or click on the image to revisit the details)*



**We have so many opportunities to positively influence how we, and our colleagues, feel about work.**

To make this Framework a lived reality for everyone who works for ABUHB we need to take action. Some actions will be designed to apply across our whole organisation, while others will need to be taken at an individual, team, department or Divisional level to reflect local needs.

*The following pages describe a range of practical examples of how each of us can do more of the right things to support one another...take a look to see what would work in your area.*



## ENABLING INVOLVEMENT & DECISION MAKING



### Being the BEST I can be

- Consider following official ABUHB social media accounts to see quick & easy information updates
- Make decisions without unnecessary delay. *This means reviewing the available information, weighing up any risks and taking action using the full scope of your experience, role and authority*



### Getting the BEST from others

- Ensure that staff engagement is an integral part of all [change management processes](#)
- Use a [coaching style of management](#) which empowers individuals to make decisions and develops a learning culture in your team
- Consider use of technology to increase involvement of colleague working in geographically dispersed locations, e.g. [telephone](#) or Skype for Business video meetings, use of [document comments tracking](#)



### Creating the BEST organisation

- Foster strong staff-side relationships via [Trade Union Partnership](#)
- Enable staff questions & comments online via '[Ask the CEO](#)' facility
- Establish & maintain [Clinical Futures](#) Champions network
- Use [Nye's News](#) and social media effectively to communicate key strategic milestones & progress
- Regular [staff survey's](#) undertaken on topics submitted by colleagues & [TUPF](#) group



## SUPPORTING PERSONAL DEVELOPMENT & TRAINING



### Being the BEST I can be

- Reflect upon life & career aspirations and explore options to enable and achieve them, *e.g. balancing work time, training opportunities, mentoring, coaching etc*
- Ensure to talk to your line manager about your aspirations and seek support to achieve where necessary
- Bring your whole self to work, including all the knowledge and skills you have from other aspects of your life, hobbies and interests, *e.g. leadership skills from youth work or sports coaching, multi-tasking from coordinating family life etc*



### Getting the BEST from others

- Undertake regular meaningful feedback with team members on an ongoing basis, and engage with a structured PADR conversation with every member of your team at least once each year
- Support staff to allocate time to undertake personal & professional development and mandatory & statutory training
- Enable job swap, shadowing and secondment opportunities to support the career aspirations of team members



### Creating the BEST organisation

- Establish mechanisms for monitoring the quality of PADR conversations
- Maintain an in-house Education & Development Team who provide internal training opportunities alongside advice in relation to external development opportunities
- Deliver management & leadership skills training which aligns with Clinical Futures changes and individual development needs



## ENSURING EVERY ROLE COUNTS



### Being the BEST I can be

- Embrace the [Health Board's values](#) of People First, Personal Responsibility, Passion for Improvement and Pride in What We Do; and consistently demonstrate them in your behaviour
- Ensure you're aware of the range of [NHS staff benefits](#) available, both internal and external to the Health Board
- Try to prioritise attending relevant team or work meetings wherever possible, and ensure that you add value by contributing where appropriate



### Getting the BEST from others

- Support staff to achieve their [life and work aspirations](#) and ensure that every member of your team feels valued and valuable
- Ensure to communicate effectively with all team members regardless of role, [geographical location](#) or working pattern
- If you are responsible for [Chairing meetings](#), ensure that you create an environment where everyone can contribute, allows for robust debate, and ensures decisive decisions and actions where required



### Creating the BEST organisation

- Continue to support CEO drop-in session timetable
- Create opportunities for Executive Team walkabouts & shadow shifts
- Undertake regular [staff survey's](#) across a range of issues, & meaningfully use results
- Continue to develop the use of Social Media channels to communicate with the widest range of colleagues and other stakeholders





## PROMOTING A HEALTHY & SAFE WORK ENVIRONMENT



### Being the BEST I can be

- Become aware of the range of employee [wellbeing services](#) and [Occupational Health](#) services on offer, & ensure
- Download & use the main hospital site [walking maps](#) as an easy way to increase physical activity
- Consider downloading & using smartphone app's to support health/fitness, e.g. [Couch to 5k](#) or [mindfulness](#)



### Getting the BEST from others

- Implement the principles of the [NHS Wales Attendance at Work Policy](#) & proactively embrace workplace wellbeing
- Ensure to implement [team debriefing](#) following traumatic or critical incidents
- Implement [Schwartz](#) or [Taking Care Giving Care](#) Rounds as required
- Ensure awareness and application of related local and national policies and guidance, e.g. [Making Every Contact Count](#), [Flexible Working](#) & [other relevant policies](#)
- Consider whether your department needs a [Mental Health First Aider](#) role
- Always complete a [Return to Work](#) interview following every period of sickness absence



### Creating the BEST organisation

- Staff wellbeing and engagement features as a top priority in the Health Board's Integrated Medium Term Plan
- Proactively engage colleagues to represent the views of [minority groups](#)
- Promoting [respect in the workplace](#) and developing an organisation culture where bullying & harassment has no place
- Use the NHS Wales Metrics for measuring [staff wellbeing](#)
- Provide wellbeing interventions at relevant Health Board events, e.g. *conferences*



## DELIVERING GREAT MANAGEMENT & LEADERSHIP



### Being the BEST I can be

- Seek regular feedback about your own management and leadership skills/style and take action to address any development needs, *e.g. via [Core Management Modules](#), [Leadership Qualities Framework 360° feedback](#) etc*
- Work in partnership with your own supervisors and managers, with the purpose of delivering high quality services



### Getting the BEST from others

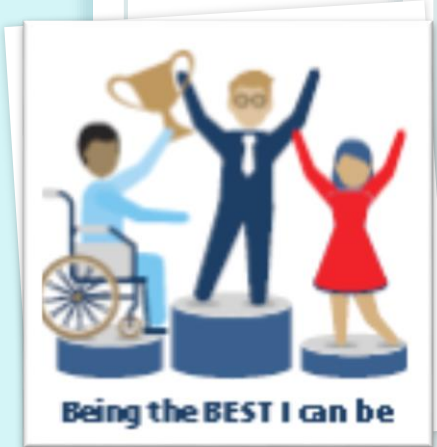
- Managers regularly get 'back to the floor' to spend hands on time with their teams
- Read about '[Compassionate Leadership](#)' and ensure to put it's four principles into action
- Prioritise undertaking [PADR](#) with team members, and ensure to prepare for, and complete high quality conversations



### Creating the BEST organisation

- Undertake a management skills training needs analysis to enable focussed delivery of Clinical Futures related management skills training
- Ensure that all supervisors and managers are aware of [management & leadership development opportunities](#), coaching and mentoring schemes





# Key Individual Actions

Achieving the 6 pillars of our Framework is a responsibility shared by all of us, but the following are key actions that we should **all** take:

COMMITMENT TO ACTION		Useful Resources
1	Make proactive positive choices to support your own health & wellbeing, and use the support services available to you	<a href="#">Occupational Health Service</a> <a href="#">Employee Wellbeing Service</a> <a href="#">Small Change Big Difference</a> <a href="#">Health in Wales</a> <a href="#">NHS Direct</a>
2	Embrace the Health Board's Values and consistently role model positive behaviours	<a href="#">ABUHB Values &amp; Behaviours Framework</a>
3	Look for ways to get involved in discussions about the work, and future, of your team/department /Division and in how to make improvements	<a href="#">Clinical Futures</a> <a href="#">ABCi</a> <a href="#">Trade Union Partnership</a>
4	Make your voice heard! Make sure you submit your opinion via staff survey's and find a way to raise your ideas, or any concerns, with your line manager or via another route	<a href="#">ABCi</a> <a href="#">Ask the CEO</a> <a href="#">Nye's News</a>



# Key Management Actions

Achieving the 6 pillars of our Framework is a responsibility shared by all of us, but the following are key actions that **supervisors and managers** should take:

COMMITMENT TO ACTION		Useful Resources
1	Embed the four King's Fund 'Compassionate Leadership' principles as cornerstones of your management style	<a href="#"><u>Caring to Change: how compassionate leadership can stimulate innovation in healthcare</u></a>
2	Ensure to role model the Health Board's Values and Behaviours in all your actions and interactions	<a href="#"><u>ABUHB Values &amp; Behaviours Framework</u></a>
3	Make time to establish the principles of effective team working as a lived reality for your team. Listen to the people who work for you, and respond to their ideas and any concerns	<a href="#"><u>Introduction to Team Development</u></a> (NHS Leadership Academy) <a href="#"><u>Trust in Teams</u></a> (Academi Wales) <a href="#"><u>Health &amp; Safety Team</u></a>
4	Pay attention to the wellbeing of colleagues and ensure to take proactive steps to provide support at the earliest opportunity if you have any concerns	<a href="#"><u>Occupational Health Service</u></a> <a href="#"><u>Employee Wellbeing Service</u></a> <a href="#"><u>Health in Wales</u></a> <a href="#"><u>NHS Direct</u></a>



Getting the  
BEST from others





# Key Organisational Actions

Achieving the 6 pillars of our Framework is a responsibility shared by all of us, but the following actions are key commitments made by **Aneurin Bevan UHB** to every employee:

OUR COMMITMENT TO ACTION		Useful Resources
1	Use NHS Wales Staff Survey, and ABUHB Pulse Survey results to inform discussions and influence decisions throughout the organisation	<a href="#">2018 NHS Wales Staff Survey Results</a> <a href="#">NHS Wales Pulse Survey's</a>
2	Ensure that a range of supportive engagement & wellbeing resources/services are available for every employee to access if/when they require	<a href="#">Occupational Health Service</a> <a href="#">Employee Wellbeing Service</a> <a href="#">Values &amp; Behaviours Framework</a> <a href="#">Small Change Big Difference</a>
3	Continue to develop managers and leaders to appreciate and actively support the engagement & wellbeing of their teams	<a href="#">Management &amp; Leadership Development Opportunities</a>
4	Ensure that all employees have the opportunity to undertake a meaningful PADR conversation with their line manager at least once each year	<a href="#">PADR Resources</a>



# Support & Resources

*There are a wide range of really useful internal & external resources available to help you.  
Here are some of the most important ones:*

## Within Aneurin Bevan UHB:

[Employee Wellbeing Service](#)

[24/7 Care First Support Service](#)

[Occupational Health Service](#)

[Education & Development](#)

[PADR](#)

[Organisational Development Team](#)

[NHS Wales Staff Survey Results](#)

[Clinical Futures](#)

[Bullying & Harassment](#)

[Trade Union Partnership](#)

## External Resources:

[DEWIS community wellbeing services database](#)

[Choose Pharmacy Minor Ailments](#)

[NHS Direct Wales](#)

[Public Health Wales information](#)

[Living Well Living Longer](#)

[NHS Wales Staff Engagement Resource](#)

[NHS Wales Wellbeing Matters Toolkits](#)

[Compassionate Leadership](#) (Kings Fund 2017)



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## Next Steps

[Passion for Improvement](#)

[Being Ambitious](#)

[Measuring the Impact](#)

[Employee Experience Survey](#)

[Conclusion](#)

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navigate straight to that page*



# Passion for Improvement

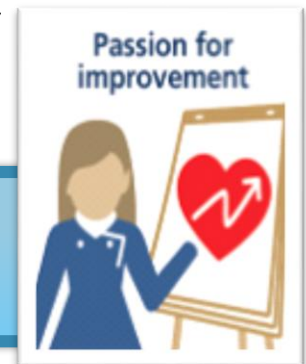
## To deliver the Framework we need to work differently

This means adopting a 'can do' attitude,  
and it might also mean letting go of some of our existing  
working practices that no longer serve us well

We need to develop more creative ways of working to ensure what we do is  
both rewarding, effective and sustainable, and we may need to take some  
measured risks and learn from any mistakes we make along the way

*Wellbeing & engagement cannot be maintained by taking a  
single action once. It cannot be embedded as a cultural norm  
in our organisation if it's seen as something unimportant,  
or for somebody else to do something about.*

Our Framework is important, and we all have a responsibility to  
demonstrate a passion for improving Employee Experience



# Being Ambitious

**What could you do to support workplace engagement and the wellbeing of yourself and your colleagues if we didn't allow ourselves to be constrained by traditional ways of working or our accepted cultural 'norms'?**

*Here are just some examples of actions undertaken by ABUHB colleagues, but you may have other great ideas. If you would like any advice about how you can make progress with your ambitious action then please just get in touch with the Health Board's [Organisational Development Team](#) – we'd love to hear from you!*



## Being the BEST I can be

- Make it a priority to look after yourself *e.g. taking authorised break times*
- Many teams have embraced new/unusual development opportunities, *e.g. [conversation dinners](#), [walking meetings](#), [creative opportunities](#) etc*
- Several colleagues have been supported to undertake [voluntary activities](#) during work time



## Getting the BEST from others

- Some teams have implemented a regular [psychological/wellbeing MOT](#) process
- There are a range of '[Buddy schemes](#)' in place to support integration of new staff or staff who are moving role/site
- Teams are thinking about how to integrate positive wellbeing principles into their everyday working practices



## Creating the BEST organisation

- Health Board premises are being used for health & wellbeing activities, *e.g. [running circuits](#), [outdoor gyms](#)*
- Health Board leaders and managers are demonstrating their commitment to wellbeing & engagement through their discussions, decisions and personal actions
- Indoor and outdoor [social spaces](#) and relaxation zones are starting to be created for staff use

# Measuring the Impact

**A range of data & information will be collected & monitored to track the impact of our Framework**

**In particular:**

1. A six-question [Employee Experience Survey](#) (*paper version overleaf*) will be undertaken with all staff once every 12 months to monitor how colleagues are feeling about the 6 pillars of this Framework over time.

Managers can also run this survey within their own teams at any time.

*NB: we'd love to learn more about your results so please [keep the OD Team updated](#) with your progress.*

2. The [NHS Wales Staff Survey](#) and '[pulse surveys](#)' will continue to be key tools we use to monitor how colleagues are feeling about work. Where possible we will also benchmark our results against other public and private sector organisations, and learn from best practice wherever we find it.



# Employee Experience Survey

## 1. In the past 4 weeks have you felt a sense of purpose at work?

A sense of purpose can be influenced by a wide range of factors affecting whether you feel the work you do has a value to yourself and/or other people. This may include whether you feel the work you do makes a difference to other people's lives; the extent to which you feel your work will help you with your career aspirations.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always

## 2. In the past 4 weeks have you felt that you have control over your working day?

A sense of control can be influenced by a range of factors including the level to which you are involved in decisions to change the way you work; opportunities to decide how and when you undertake specific tasks.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always

## 3. In the past 4 weeks have you felt cared for at work?

A sense of feeling cared for can be influenced by a wide range of factors including having someone to listen to you; being supported with difficult or emotionally challenging work or being able to agree some level of flexibility at work; in order to attend to personal issues.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always

## 4. In the past 4 weeks have you felt a sense of belonging at work?

A sense of belonging can be influenced by a wide range of factors including the extent to which you get on with your work colleagues; the extent to which you identify with your team, the organisation or NHS.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always

## 5. In the past 4 weeks have you felt that your work is valued?

A sense of value can be affected by a wide variety of factors that indicate to you that other people recognise the value of your work or the value of you as a colleague. This may include people supporting your ambitions for training and development; people saying 'thank you'; being nominated for a staff award.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always

## 6. In the past 4 weeks have you felt fairly treated at work?

A sense of fairness will be affected by a wide variety of factors including whether you are paid an equal amount for a similar role; given an equal amount of work as your colleagues or equal opportunities to gain new experiences, training or promotion; colleagues offering support to each other during difficult times.

- ☐ None of the time
- ☐ Rarely
- ☐ Some of the time
- ☐ Often
- ☐ Always





# Our Conclusion

*We want all our colleagues in ABUHB to have great lives, with their work playing a significant & positive role*

**“Engagement and wellbeing is all of our responsibility”**

This framework marks both the consolidation of what we already do well within ABUHB and the beginning of a new approach that will promote and drive a positive staff experience

*We are embracing good practice and research from across sectors to help us to deliver a Framework that will take us through our current organisational changes and beyond*

**This Framework will support us to be the best we can be, maximising the outcomes for us, our organisation and ultimately our patients and community**







# Your Feedback

**We really hope that you found this Toolkit useful**

If you have any feedback on this resource, or ideas about other advice/resources to include, please don't hesitate to contact the ABUHB [Organisational Development Team](#) – we'd love to hear from you

We would really appreciate it if you could submit your answers to a quick 2 minute online questionnaire so that we can monitor the use, and usefulness, of this resource

Click [HERE](#) to go straight to the questionnaire

*Thank you & have a great day!*

