

NHS Wales Staff Survey 2018

Cardiff and Vale University Local Health Board

Final 1.0



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1 Foreword

1.1 Cabinet Secretary Foreword

The results of this year's survey show that the experience of NHS staff in Wales is increasingly positive in most areas, which is really encouraging. Scores for the majority of questions have improved, many significantly. The overall engagement index has increased from 3.65 to 3.82, this is great news and indicates that various approaches that have been put in place, in particular motivation and commitment, and employees' well-being and performance are improving in Wales.

More staff than ever before have responded to the 2018 NHS Wales staff survey, and I would like to thank the 25,000 of you who took the time to participate. The high number of participants has given us the most robust data on staff opinion we have ever had. Importantly, this indicates that it is becoming more normal within our systems to give and receive feedback at work.

We know that in order to deliver real change, action taken as a result of the staff survey data, needs to be taken at a local level. This means action within teams, wards, offices and departments, by the people who know what changes need to be made, and how to make them. Our approach this year has been to produce data which can be used locally, which I expect to lead to conversations about the issues that really matter where you work. I know with the right leadership and support, you will use those conversations as a catalyst for positive change and I expect NHS Boards and the Executive team to ensure these discussions take place.

While the majority of scores have improved, I am concerned that this year's survey shows an increase in the number of respondents who have experienced bullying, harassment and abuse in the workplace. This is totally unacceptable. I will be asking the Welsh Partnership Forum to oversee an All Wales approach to understand these results, and importantly, to address them in line with our commitment to the wellbeing of the health and social care workforce in Wales as outlined in 'A Healthier Wales'.

1.2 Welsh Partnership Forum Joint Chairs' Foreword

As co-chairs of the Welsh Partnership Forum we see the national survey of health service staff across Wales as an essential measure of staff engagement, experience and service management. We have been proud to direct the design and delivery of the NHS Wales Staff Survey 2018 and are looking forward to presenting the results. These are the views of you, our staff and members, and what you have to say matters.

Since 2013 we have worked in partnership to design, deliver and co-produce the survey which has enabled Welsh Government, the NHS Wales Trade Unions and NHS Wales Management to ensure that your vital opinions are gathered. Importantly, this allows for us to commit to joint actions to be taken to ensure that the things that matter to you become tangible and positive drivers for change.

It is very encouraging that the overall results of the staff survey this year suggest a positive experience for the majority of you, with the engagement index having seen a further increase from the previous two surveys. It has been important to us that we kept many questions the same as in previous years to allow for comparisons to be made year on year. The responses reflect the experience of staff working across all areas of our Health Boards and Trusts, providing and supporting the care of citizens in Wales. We welcome the general positive shift in most of the questions when compared with 2013 and 2016 results.

Whilst this is very encouraging news we cannot be complacent and will be working together to ensure that the improvement continues in those areas that have seen a positive shift. In addition, some of the results clearly indicate key areas where there is more work to be done to improve the experience of working within NHS Wales. As co-chairs and therefore co-leaders of the Welsh Partnership Forum we are committed to ensuring that this work is prioritised and effectively undertaken. We expect the same level of commitment and determination from our Health Boards and NHS Trusts to work in partnership with local trades unions to determine actions that need to be progressed to respond to their local results. These actions will be embedded within local plans with rigorous monitoring of progress via local partnership arrangements. By working together at both national and local level we expect to see a continuation of the improvement in the next NHS Wales staff survey.

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Social Services/Chief Executive
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2 Executive Summary

2.1 Introduction

The 2018 NHS Wales Staff Survey follows on from the 2016 survey and provides a full analysis of workforce engagement and the organisational climate for the NHS Wales workforce, giving an overall assessment of areas that require improvement. The questionnaire this year is largely the same as the 2016 questionnaire, which means that comparisons are possible for most questions; giving the ability to monitor progress since the 2013 and 2016 surveys.

2.2 Methods of Analysis

At a national level, this year's survey results are analysed by showing:

- An overall NHS Wales score for each question, comparing this to the 2013 and 2016 score where possible
- A comparison between the ten organisations within NHS Wales – range of scores – and the overall NHS Wales score

At the local level, the survey results are analysed by showing:

- The percentage of staff who are satisfied in 2018, compared to 2013 and 2016
- The change in score since 2016 (where a comparison is possible)
- A comparison between the organisation score and the overall NHS Wales score
- A comparison between the range of scores for all ten NHS Wales organisations – with the organisation's score to show where the organisation is within the range

This analysis will be applied to all of the evaluative questions within the survey. The charts throughout the report also show where results are statistically significant. This is marked by the symbol "S".

2.3 Staff engagement

The staff engagement scores are also compared between 2013, 2016 and 2018, with this broken down by the three themes making up this score – intrinsic psychological engagement; ability to contribute towards improvements at work; and staff advocacy and recommendation. Further details on the presentation of the engagement score can be found in section 5 of the report.

2.4 Key findings

The results of the 2018 staff survey in Cardiff and Vale University Local Health Board continue to show positive improvements in most areas since the 2016 survey, and the Trust is above the overall NHS Wales scores on many questions. However, there are some scores which have declined and some which are below the average for NHS Wales. Of the improvements, many this time round are significant. Important areas which have shown less positive movements include stress at work and harassment, bullying and abuse.

Values

Almost all scores on values in Cardiff and Vale University Local Health Board are better than they were in 2016, and almost all scores are above the average for NHS Wales. 88% of staff agree or strongly agree that their organisation has a clear set of values that they understand.

79% of staff say that the care of patients/service users is their organisation's top priority, compared to 75% in 2016. 64% of staff say that they would recommend their organisation as a place to work, compared to 62% in 2016 (2% below the overall NHS Wales score); and 79% say that if a friend or relative needed

treatment, they would be happy with the standard of care provided by the organisation, compared to 71% in 2016.

75% of staff say that they are proud to tell people they work for their organisation, this is higher than in 2016 (69%).

Team Working

Most of the scores on team working are slightly below the overall NHS Wales scores. There are only three scores which are comparable to 2016: all of these have significantly improved.

Line Managers

All scores on line managers have shown an improvement since 2016, but most scores are still slightly below the average for NHS Wales. The scores on line managers being approachable about flexible working and on giving clear feedback are both significantly improved (up 8% and 11% respectively).

Senior Managers

There are three questions on senior managers, two of which are comparable to last time. Both of these scores have improved since last time, but one is just below the NHS Wales average, the other equal to the average. The score on whether staff agree that communications between senior managers and staff is effective has increased from 28% to 31%, and is now just below NHS Wales average. The score on staff agreeing that senior managers lead by example has increased significantly – by 6% - and is now equal to the NHS Wales average.

Executive Team

The executive team questions are new this year. Two of the scores are equal to the NHS Wales average, and one is above. 44% of staff say they know who the executive team are. Only 24% of staff say that they agree that the executive team will act on the results of this survey; which is equal to the NHS Wales average.

Communication

One of the communication questions score above the NHS Wales average; but the rest are below average. However, all scores have improved since 2016, three significantly. 66% of staff (up from 59% last time) say that the organisation provides them with enough information to do their job well. 65% of staff say they know how to get support to meet the language needs of service users – up 4% since the last survey.

Staff Wellbeing

Many scores on staff well-being have declined since 2016. 18% of staff say that they have experienced harassment, bullying or abuse at work from their manager/team leader or other colleagues – up from 16% in 2016. Only around half of staff (48%) say that their organisation takes effective action as a result of staff experiencing this. Levels of work-related stress have significantly worsened: 34% of staff say that they have been injured or felt unwell as a result of work-related stress during the past 12 months – up from 28% in 2016.

Resources

All comparable questions in the resources section have shown an improvement. 46% of staff say that they can meet all of the conflicting demands on their time at work – up significantly from 25% in 2016. However, 49% say that they have adequate supplies, materials and equipment to do their job, 7% below the average for NHS Wales.

Change in the Organisation

All but two scores on staff's attitude to change in their organisation have improved since 2016 but are all mostly around average when compared to the NHS Wales scores. 80% of staff say they support the need for change, but only 28% say that change is well managed and 31% say that senior managers clearly communicate the reasons for change.

Learning and Development

Almost all of the scores on learning and development have seen further improvement since 2016, and only one has declined. 50% (up from 45% in 2016) say there is still strong support for training in their area of work. 82% of staff say that they had a performance appraisal/review in the last 12 months, up significantly from 75% in 2016.

Diversity

There are two scores on Diversity within the survey. The score on staff saying that the people who they work with treat them respect has improved significantly since 2016 – up from 74% to 81%.

Other

There are three questions in this section. All three of them have seen improvements since the last survey, and they are all close to the NHS Wales average score. Staff saying that they are able to make improvements in their area of work has improved by 15% (up from 60% in 2016, to 75% this year).

3 Survey background and methodology

3.1 Introduction

The Welsh Partnership Forum (WPF) is a tripartite group consisting of representatives from the 14 recognised healthcare trade unions in NHS Wales, NHS employers and representatives of the Welsh Government. The purpose of the group is to provide advice, guidance and recommendations regarding policies affecting the NHS Wales workforce.

The staff survey is formally commissioned by the Cabinet Secretary for Health, Wellbeing & Sport and is overseen by the WPF.

Quality Health was recommissioned to undertake the 2018 staff survey across the 10 organisations, as well as the hosted organisations, that comprise NHS Wales in 2018. Quality Health carried out the previous survey in 2016.

The key aim of the project is:

To develop and conduct a staff survey and provide a full analysis of workforce engagement and the organisational climate for the NHS Wales workforce, giving an overall assessment of areas that require improvement.

The project was overseen by a specially convened Project Board which included staff from Welsh Government, Staff Side representatives, NHS Wales organisations and the contractor. NHS Wales seconded a dedicated Project Manager to the project and she worked closely with all parties to ensure timely delivery and a coordinated approach across all of the organisations taking part. The Project Board met on a monthly basis to monitor progress; consider key decisions; and to recommend any adjustments to the programme which were necessary.

3.2 Methodology

There were some important changes to the methodology in this year's survey. Firstly, following the 2016 survey which was sent to a 50% sample of eligible staff, it was agreed that this year's survey would be sent to a full census – 100% - of all eligible staff.

Secondly, the log in process was changed this year. Previously, staff received an email which gave them a unique password. As each member of staff currently has a unique number which is assigned to them – their payroll number – the Project Board agreed that this would be used as the unique identifier for those completing the survey. This way, the survey could be more creatively promoted through social media links and through ESR. Staff could click on any of the links they saw, to access the survey, rather than solely relying on receiving an email from Quality Health.

Organisations were able to provide lists of staff who were required to receive a paper copy of the questionnaire, as well as paper reminders. The percentage of paper surveys produced this year was significantly down on the previous year. (The 2016 survey saw 71% electronic, 29% paper copies; while the 2018 survey saw 88% electronic, 12% paper).

3.3 The questionnaire

Following feedback on the previous survey, there was some desire to shorten the questionnaire this time around and to remove some of the questions which were repetitive or not useful.

The questionnaire was thoroughly reviewed by the Project Board and there were amendments to some of questions agreed as follows:

- 77 questions and sub-questions remained unchanged
- 2 questions were amended but were agreed to be comparable

- There were 33 new questions or sub questions added

79 questions or sub questions from the 2018 survey remain comparable with 2016.

3.4 Send out and timing of the survey

The Project Board agreed a send out timetable which aimed to maximise the fieldwork period in order that the highest response rate possible was achieved. In another change to the 2016 arrangements, the send out took place before the summer holiday period. Therefore, initially, a six week fieldwork period was agreed as follows:

- First send out – 11 June 2018
- First reminder – 25 June 2018
- Final reminder – 9 July 2018
- Fieldwork closes – 22 July 2018

Reminders were only sent to those members of staff who had not yet responded to the survey.

Staff who received an electronic survey were contacted by email and then followed a link to the online survey which was accessed using their payroll number as a unique identifier. Staff were able to complete the survey in part, log out, and then re-login to complete the survey. Reminder emails were sent to all those who had not submitted a completed a survey. Through the fieldwork period, staff could also access the survey through the link being promoted on social media and on ESR.

Postal recipients received their surveys via the internal post of their respective organisations. Again, only those who had not returned a completed survey were sent a reminder. The first reminder was a standalone letter; with the second, final reminder containing another printed copy of the questionnaire, some organisations chose not to send the second paper reminder due to the logistics of posting the surveys to home addresses in a timely manner.

The Project Board closely monitored the response rates in each organisation as the fieldwork period passed. Following the Project Board meeting on the 17 July 2018, it was agreed that the fieldwork period would be extended by a further two weeks and brought the length of the fieldwork to eight weeks. The 2016 survey was open for a total of 10 weeks. The Board agreed that further time would allow for a greater number of responses to be collected, and would result in ultimately more robust data.

The additional fieldwork therefore looked like this:

- Additional electronic reminder sent – 23 July 2018
- Final electronic reminder sent – 1 August 2018
- Fieldwork closes – 5 August 2018

4 Response Rates

25,521 staff completed and returned the questionnaire, a response rate overall of 29%. This makes the 2018 survey the biggest collection of opinion of the NHS workforce in Wales that has ever been gathered. The last full census survey in 2013 had a 27% response rate; there was a 38% response rate from the fifty percent sample in 2016.

From a statistical viewpoint, the dataset is extremely robust with these high numbers (as a comparison, the equivalent survey in England requires only 1,250 staff in most organisations to be surveyed, with a response rate of around 50%). It will allow a much more detailed breakdown of data within individual organisations than in 2016: the actual number of respondents has increased by approximately 50%.

4.1 Response Rate Table

Organisation	Send Out	Total Sent	Completed	Blank	Ineligible	Refused	Non Returned	Response
Betsi Cadwaladr University Local Health Board	All	17,730	5,276	11	581	14	11,848	31%
	Online	15,325	4,699	7	411	14	10,194	32%
	Paper	2,405	577	4	170	0	1,654	26%
Hywel Dda Local Health Board	All	9,484	2,401	9	320	0	6,754	26%
	Online	8,044	2,040	6	136	0	5,862	26%
	Paper	1,440	361	3	184	0	892	29%
Abertawe Bro Morgannwg University Local Health Board	All	15,966	4,086	8	793	0	11,079	27%
	Online	13,665	3,706	8	485	0	9,466	28%
	Paper	2,301	380	0	308	0	1,613	19%
Cardiff and Vale University Local Health Board	All	14,482	3,382	4	43	1	11,052	23%
	Online	13,078	3,154	4	0	1	9,919	24%
	Paper	1,404	228	0	43	0	1,133	17%
Cwm Taf University Health Board	All	8,208	1,747	5	360	0	6,096	22%
	Online	7,649	1,644	4	305	0	5,696	22%
	Paper	559	103	1	55	0	400	20%
Aneurin Bevan Local Health Board	All	13,057	3,165	8	2	0	9,882	24%
	Online	11,877	2,926	8	2	0	8,941	25%
	Paper	1,180	239	0	0	0	941	20%
Powys Teaching Local Health Board	All	2,123	1,029	3	67	0	1,024	50%
	Online	2,046	996	3	44	0	1,003	50%
	Paper	77	33	0	23	0	21	61%
Velindre NHS Trust	All	1,369	698	2	24	0	645	52%
	Online	957	521	1	15	0	420	55%
	Paper	412	177	1	9	0	225	44%
Welsh Ambulance Service NHS Trust	All	3,277	1,335	4	97	0	1,841	42%
	Online	2,524	1,095	2	31	0	1,396	44%
	Paper	753	240	2	66	0	445	35%
Public Health Wales NHS Trust	All	1,738	961	3	28	0	746	56%
	Online	1,662	931	3	26	0	702	57%
	Paper	76	30	0	2	0	44	41%
Shared Services Partnership	All	2,075	1,099	2	115	0	859	56%
	Online	1,659	966	0	93	0	600	62%
	Paper	416	133	2	22	0	259	34%
NHS Wales Informatics Service	All	616	342	1	1	0	272	56%
	Online	616	342	1	1	0	272	56%
	Paper	0	0	0	0	0	0	N/A
All Wales	All	90,125	25,521	60	2,431	15	62,098	29%
	Online	79,102	23,020	47	1,549	15	54,471	30%
	Paper	11,023	2,501	13	882	0	7,627	25%

4.2 Response Rate Charts

Betsi Cadwaladr University Local Health Board	Paper	26%
	Online	32%
	All	31%
Hywel Dda Local Health Board	Paper	29%
	Online	26%
	All	26%
Abertawe Bro Morgannwg University Local Health Board	Paper	19%
	Online	28%
	All	27%
Cardiff and Vale University Local Health Board	Paper	17%
	Online	24%
	All	23%
Cwm Taf University Health Board	Paper	20%
	Online	22%
	All	22%
Aneurin Bevan Local Health Board	Paper	20%
	Online	25%
	All	24%
Powys Teaching Local Health Board	Paper	61%
	Online	50%
	All	50%
Velindre NHS Trust	Paper	44%
	Online	55%
	All	52%
Welsh Ambulance Service NHS Trust	Paper	35%
	Online	44%
	All	42%
Public Health Wales NHS Trust	Paper	41%
	Online	57%
	All	56%
Shared Services Partnership	Paper	34%
	Online	62%
	All	56%
NHS Wales Informatics Service	Paper	N/A
	Online	56%
	All	56%
All Wales	Paper	25%
	Online	30%
	All	29%

5 Overall job satisfaction and engagement

5.1 Methodology

The table below details the methodology used for presenting scale scores out of 5, with 5 being the most positive for the staff engagement index. This uses the same seven questions to arrive at the three theme level scores and calculate an overall engagement index score as follows:

Theme	Questions	Recoding (where appropriate)	Denominator/base calculation	Numerator/score calculation
Intrinsic psychological engagement	I look forward to going to work	5-point scale response options coded as worst=1, best =5	Those who answered at least two of the three questions	The mean of the scores for each question (worst =1 best =5)
	I'm enthusiastic about my job			
	I am happy to go the extra mile at work when required			
Ability to contribute towards improvements at work	I am able to make improvements in my area of work	5-point scale response options coded as worst=1, best =5	Those who answered either/both of the questions	The mean of the scores for each question (worst =1 best =5)
	I am involved in deciding on the changes that affect my work/area/team/department			
Staff advocacy and recommendation	I would recommend my organisation as a place to work	5-point scale response options coded as worst=1, best =5	Those who answered either/both of the questions	The mean of the scores for each question (worst =1 best =5)
	I am proud to tell people I work for my organisation			

An average of the 3 theme level scores is then calculated to arrive at the overall engagement index score.

5.2 Engagement Index Summary

The engagement index scores for Cardiff and Vale University Local Health Board have improved since 2016 in all three themes making up the score. This is particularly the case in the 'ability to contribute towards improvements at work' theme which has seen a 0.34 improvement.

Cardiff and Vale University Local Health Board's engagement scores are above the overall NHS Wales score in one of the three themes, the other two themes the score is level with NHS Wales. The overall engagement index score is 3.83 (up from 3.64) and is slightly above the overall engagement index score for NHS Wales (3.82).

Theme	Cardiff and Vale University Local Health Board			NHS Wales		
	2018	2016	2013	2018	2016	2013
Intrinsic psychological engagement	4.02	3.90	3.77	4.02	3.91	3.80
Ability to contribute towards improvements at work	3.65	3.31	3.16	3.65	3.35	3.14
Staff advocacy and recommendation	3.81	3.71	3.37	3.79	3.68	3.37
OVERALL ENGAGEMENT INDEX SCORE:	3.83	3.64	3.43	3.82	3.65	3.43

6 Results by section

6.1 Reading the Charts

There are two types of charts used in the report to show results for evaluative questions. The notes below explain how to read each type of chart.

6.2 Rated Results

For each question displayed the number of responses upon which the percentages are based is displayed in the first column. The second column shows the number of non-respondents for the question.

Each chart represents the range of responses to an evaluative question. Colour coding is applied to denote the degree of positivity associated with each response option ranging from dark red for the most negative to dark green for the most positive. The number of coloured segments is dependent on the number of evaluative responses for each question. Non-specific responses such as 'Not applicable' are excluded from the scoring and charting.

The scores from both 2013 and 2016 are displayed underneath the scores for 2018. The scores for 2018 have been highlighted in grey. For all questions, a positive measure is taken. However, for a small number of questions, where the question is phrased negatively, a positive response is not the preferred response. For example:

“Have you felt pressure from your manager to come to work?”.

These negative questions are highlighted with a shaded background.

The change from 2018 to 2016 and 2016 to 2013 is displayed to the right of these scores. Changes over time which are statistically significant are annotated with an “S” and colour coded either red or green dependent on the direction of movement.

Please note that there may be some changes from 2016 and 2013 which display as either “+0%” or “-0%”. These represent small positive or negative variances which round to 0% when no decimal places are displayed.

6.3 Variation Charts

These charts show how the overall NHS Wales 2018 score compares to the range of scores from all organisations.

The grey bar shows the range of 2018 scores from all organisations, with the beginning of the grey bar being the lowest scoring organisation and the end of the grey bar being the highest scoring organisation. The vertical blue bar shows the overall NHS Wales score for 2018.

As with the rated results charts, any questions where a negative measure is taken is highlighted with a red border and a shaded background.

The 2018 overall NHS Wales score is shown to the right of the chart.

7 Values

Almost all scores on values in Cardiff and Vale University Local Health Board are better than they were in 2016, and almost all scores are above the average for NHS Wales. 88% of staff agree or strongly agree that their organisation has a clear set of values that they understand.

79% of staff say that the care of patients/service users is their organisation's top priority, compared to 75% in 2016. 64% of staff say that they would recommend their organisation as a place to work, compared to 62% in 2016 (2% below the overall NHS Wales score); and 79% say that if a friend or relative needed treatment, they would be happy with the standard of care provided by the organisation, compared to 71% in 2016.

75% of staff say that they are proud to tell people they work for their organisation, this is higher than in 2016 (69%).

7.1 Values - Rated Results

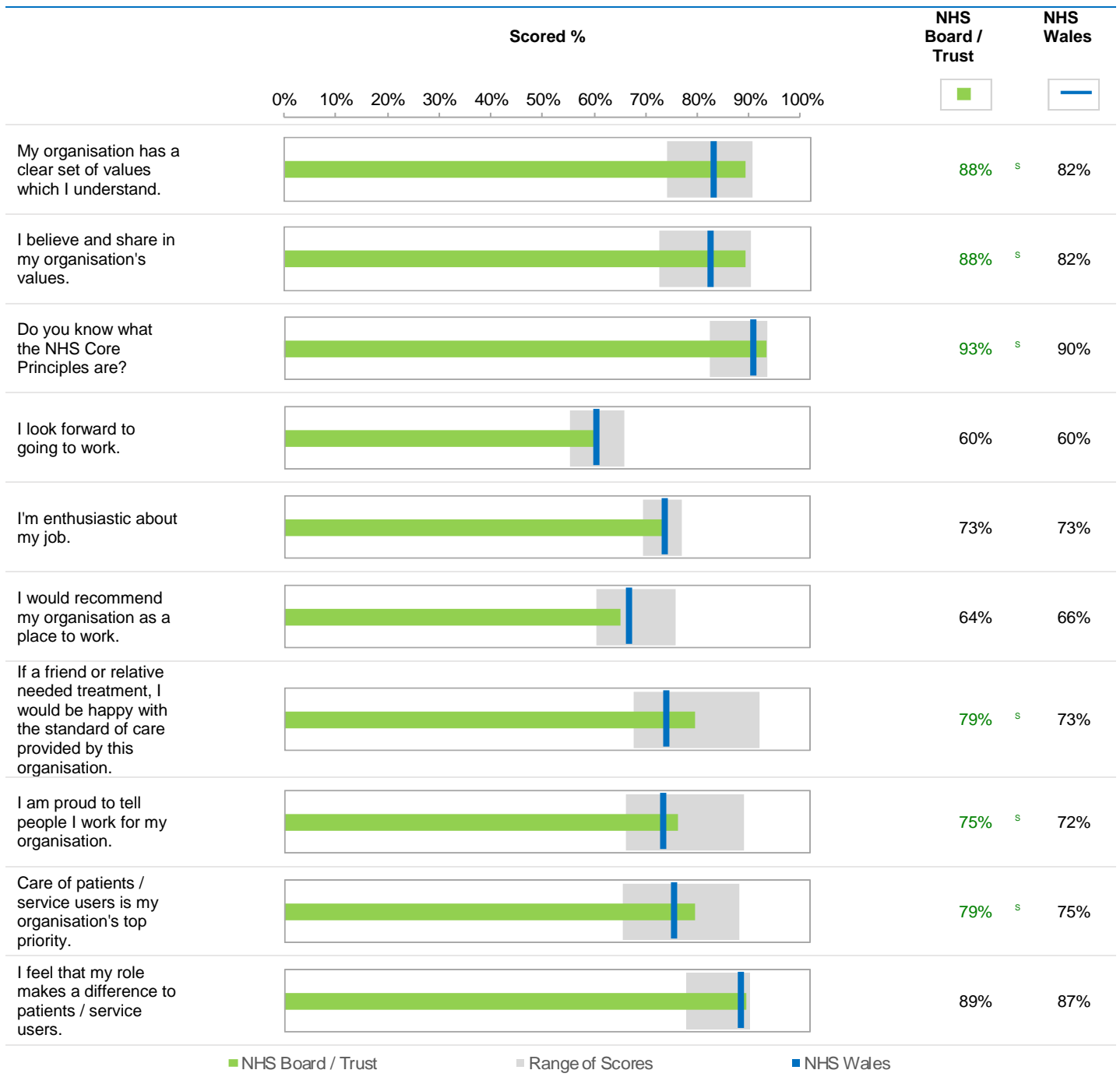
	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
My organisation has a clear set of values which I understand.	2018	3,117	265					88%	-	+6% ^s
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
I believe and share in my organisation's values.	2018	3,086	296					88%	-	+7% ^s
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
Do you know what the NHS Core Principles are?	2018	3,114	268					93%	-	+3% ^s
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
I look forward to going to work.	2018	3,116	266					60%	+4% ^s	-0%
	2016	2,520	18					55%	+8% ^s	-1%
	2013	2,712	12					47%	+8% ^s	-2% ^s
I'm enthusiastic about my job.	2018	3,098	284					73%	+4% ^s	+0%
	2016	2,477	61					69%	+7% ^s	+1%
	2013	2,634	90					62%	+7% ^s	-0%

7.1 Values - Rated Results (continued)

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
I would recommend my organisation as a place to work.	2018	3,113	269	19%	46%	20%	11%	8%	64%	+2%	-2%
	2016	2,396	142	18%	44%	21%	11%	8%	62%	+15% ^s	+1%
	2013	2,704	20	9%	38%	29%	16%	8%	47%		-1%
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.	2018	3,111	271	24%	54%	15%	8%	2%	79%	+7% ^s	+5% ^s
	2016	2,393	145	20%	51%	19%	8%	2%	71%	+17% ^s	+3% ^s
	2013	2,704	20	10%	45%	27%	15%	3%	55%		+2% ^s
I am proud to tell people I work for my organisation.	2018	3,110	272	31%	44%	19%	4%	2%	75%	+6% ^s	+3% ^s
	2016	2,398	140	26%	43%	24%	4%	3%	69%	+16% ^s	+3% ^s
	2013	2,705	19	13%	40%	34%	10%	3%	53%		+1%
Care of patients / service users is my organisation's top priority.	2018	3,107	275	34%	45%	12%	8%	2%	79%	+4% ^s	+4% ^s
	2016	2,383	155	33%	42%	16%	7%	2%	75%	+13% ^s	+1%
	2013	2,604	120	22%	40%	21%	13%	4%	62%		+3% ^s
I feel that my role makes a difference to patients / service users.	2018	3,117	265	43%	46%	9%	2%	1%	89%	-2% ^s	+1%
	2016	2,529	9	43%	48%	7%	1%	1%	91%	+7% ^s	+3% ^s
	2013	2,709	15	35%	49%	12%	2%	1%	84%		+1%

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

7.2 Values - Variation Charts



8 Team Working

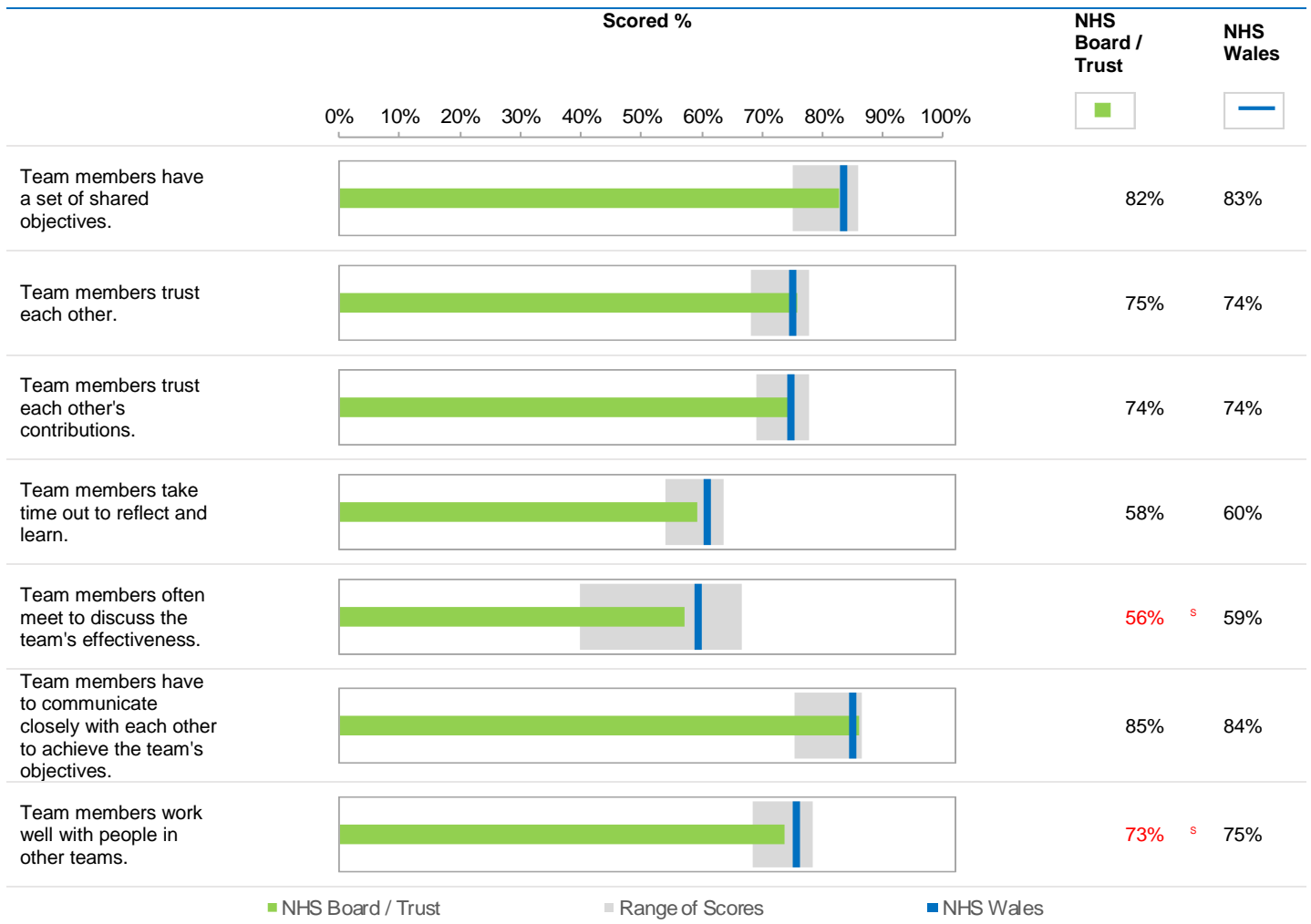
Most of the scores on team working are slightly below the overall NHS Wales scores. There are only three scores which are comparable to 2016: all of these have significantly improved.

8.1 Team Working – Rated Results

	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
Team members have a set of shared objectives.	2018	3,191	191		82%	+8% ^s	-1%
	2016	2,256	282		74%	+6% ^s	-0%
	2013	2,469	255		68%		-1%
Team members trust each other.	2018	3,193	189		75%	-	+1%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
Team members trust each other's contributions.	2018	3,188	194		74%	-	+0%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
Team members take time out to reflect and learn.	2018	3,186	196		58%	-	-2%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
Team members often meet to discuss the team's effectiveness.	2018	3,182	200		56%	+3% ^s	-2% ^s
	2016	2,258	280		53%	+3% ^s	-3% ^s
	2013	2,468	256		51%		+0%
Team members have to communicate closely with each other to achieve the team's objectives.	2018	3,183	199		85%	+8% ^s	+1%
	2016	2,257	281		77%	+2% ^s	+0%
	2013	2,468	256		75%		+2%
Team members work well with people in other teams.	2018	3,192	190		73%	-	-2% ^s
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

8.2 Team Working - Variation Charts



9 Line Managers

All scores on line managers have shown an improvement since 2016, but most scores are still slightly below the average for NHS Wales. The scores on line managers being approachable about flexible working and on giving clear feedback are both significantly improved (up 8% and 11% respectively).

9.1 Line Managers - Rated Results

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
I can approach my line manager to talk openly about flexible working.	2018	3,340	42	39%	35%	12%	8%	74%	+8% ^s	-2% ^s	
	2016	2,458	80	28%	38%	19%	9%	66%	+8% ^s	-1%	
	2013	2,702	22	20%	38%	21%	13%	8%	59%	-2% ^s	
My line manager makes clear what is expected of me.	2018	3,335	47	35%	42%	13%	8%	76%	+5% ^s	-0%	
	2016	2,451	87	28%	44%	20%		71%	+10% ^s	+1%	
	2013	2,696	28	21%	41%	23%	11%	61%		-1%	
My line manager gives me clear feedback on my work.	2018	3,328	54	31%	32%	18%	13%	63%	+11% ^s	-2% ^s	
	2016	2,447	91	19%	33%	26%	14%	7%	52%	+10% ^s	-1%
	2013	2,696	28	14%	28%	28%	19%	10%	42%		-2%
My line manager takes a positive interest in my health and wellbeing.	2018	3,332	50	36%	32%	17%	9%	68%		-2% ^s	
	2016	-	-	No comparable data to previous years					-		-
	2013	-	-	No comparable data to previous years					-		-
My line manager appreciates the pressure I come under in my job.	2018	3,332	50	34%	33%	16%	10%	7%	67%	+3% ^s	-1%
	2016	2,450	88	27%	37%	20%	11%		64%	+7% ^s	-1%
	2013	2,699	25	20%	37%	21%	14%	8%	57%		-1%
My line manager is supportive in a personal crisis.	2018	3,323	59	44%	32%	16%		76%	+1%	-2% ^s	
	2016	2,443	95	40%	35%	17%		75%	+4% ^s	-1%	
	2013	2,697	27	33%	37%	19%		71%		-1%	

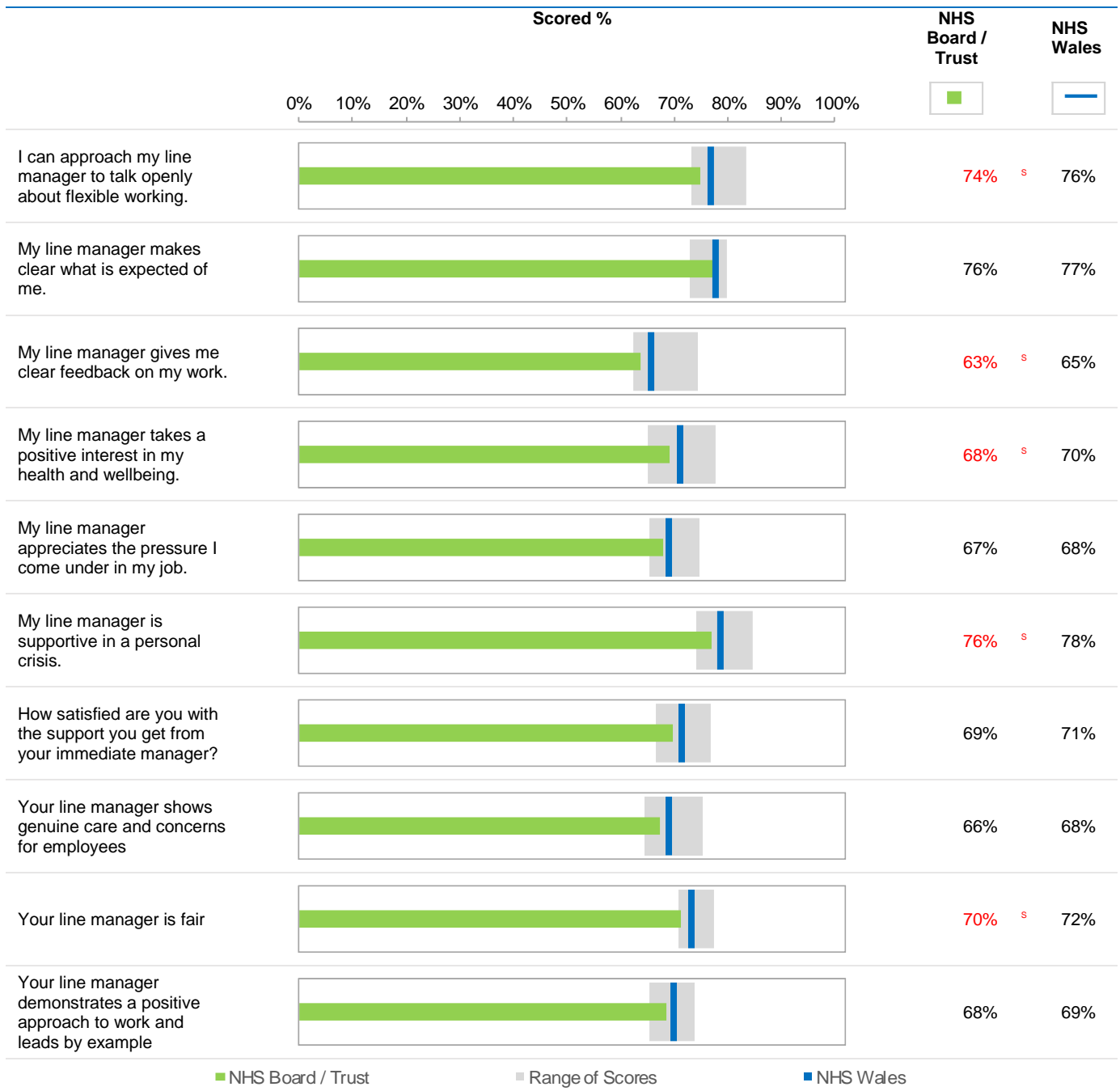
■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

9.1 Line Managers - Rated Results (continued)

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
How satisfied are you with the support you get from your immediate manager?	2018	3,327	55	32%	36%	16%	9%		69%	+2%	-2%
	2016	2,514	24	33%	34%	15%	11%	7%	67%	+6% ^s	-1%
	2013	2,704	20	27%	33%	15%	14%	10%	60%		-1%
				■ Very satisfied	■ Satisfied	■ Neither satisfied nor dissatisfied	■ Dissatisfied	■ Very dissatisfied			

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales	
How often would you say your line manager shows genuine care and concerns for employees?	2018	3,334	48	34%	32%	22%	8%		66%	+6% ^s	-2%	
	2016	2,458	80	29%	32%	24%	10%		61%	+6% ^s	-2%	
	2013	2,701	23	23%	31%	27%	12%	7%	54%		-1%	
How often would you say your line manager is fair?	2018	3,315	67	37%	33%	22%			70%		-2% ^s	
	2016	-	-	No comparable data to previous years					-	-		-
	2013	-	-	No comparable data to previous years					-	-		-
How often would you say your line manager demonstrates a positive approach to work and leads by example?	2018	3,325	57	38%	30%	19%	8%		68%	+9% ^s	-1%	
	2016	2,454	84	28%	31%	23%	11%	7%	59%	+8% ^s	-1%	
	2013	2,695	29	20%	31%	27%	12%	9%	51%		-1%	
				■ Always	■ Often	■ Sometimes	■ Rarely	■ Never				

9.2 Line Managers - Variation Charts



10 Senior Managers

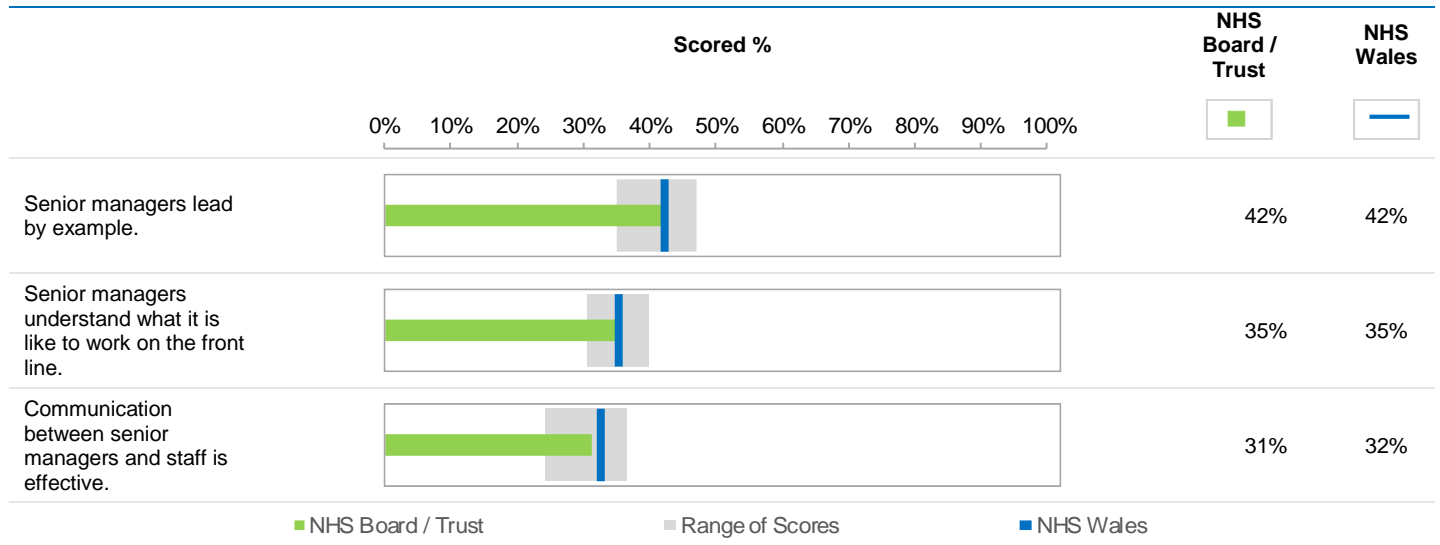
There are three questions on senior managers, two of which are comparable to last time. Both of these scores have improved since last time, but one is just below the NHS Wales average, the other equal to the average. The score on whether staff agree that communications between senior managers and staff is effective has increased from 28% to 31%, and is now just below NHS Wales average. The score on staff agreeing that senior managers lead by example has increased significantly – by 6% - and is now equal to the NHS Wales average.

10.1 Senior Managers - Rated Results

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales	
Senior managers lead by example.	2018	3,334	48	10%	31%	34%	17%	7%	42%		+0%	
	2016	2,431	107	10%	26%	39%	16%	9%	36%	+6% ^s	+1%	
	2013	2,694	30		21%	42%	20%	11%	27%	+9% ^s	+1%	
Senior managers understand what it is like to work on the front line.	2018	3,334	48	9%	26%	27%	23%	15%	35%		-0%	
	2016	-	-	No comparable data to previous years					-	-	-	-
	2013	-	-	No comparable data to previous years					-	-	-	-
Communication between senior managers and staff is effective.	2018	3,331	51	7%	24%	28%	25%	16%	31%		-1%	
	2016	2,450	88	7%	22%	33%	25%	14%	28%	+2%	-0%	
	2013	2,690	34		18%	31%	29%	18%	22%	+6% ^s	+1%	

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree




10.2 Senior Managers - Variation Charts



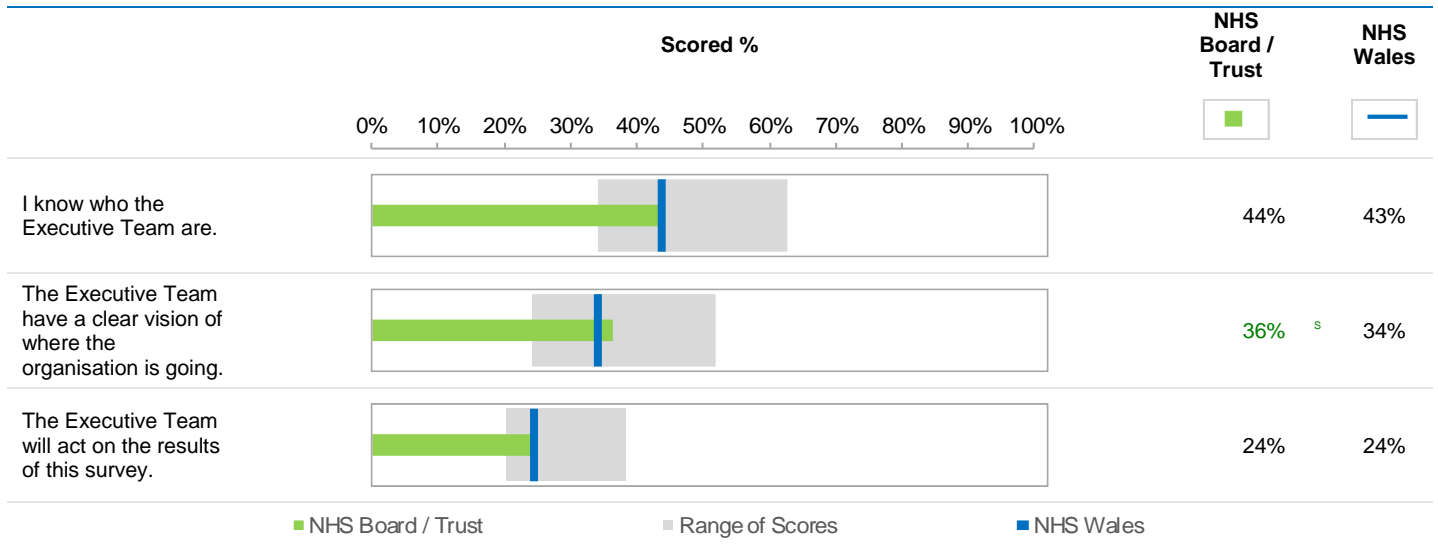
11 Executive Team

The executive team questions are new this year. Two of the scores are equal to the NHS Wales average, and one is above. 44% of staff say they know who the executive team are. Only 24% of staff say that they agree that the executive team will act on the results of this survey; which is equal to the NHS Wales average.

11.1 Executive Team - Rated Results

	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
	2018	3,296	86		44%		+0%
I know who the Executive Team are.	2016	-	-	No comparable data to previous years		-	-
	2013	-	-	No comparable data to previous years		-	-
	2018	3,285	97		36%		+2% ^s
The Executive Team have a clear vision of where the organisation is going	2016	-	-	No comparable data to previous years		-	-
	2013	-	-	No comparable data to previous years		-	-
	2018	3,287	95		24%		-0%
The Executive Team will act on the results of this survey.	2016	-	-	No comparable data to previous years		-	-
	2013	-	-	No comparable data to previous years		-	-
							

11.2 Executive Team - Variation Charts



12 Communication

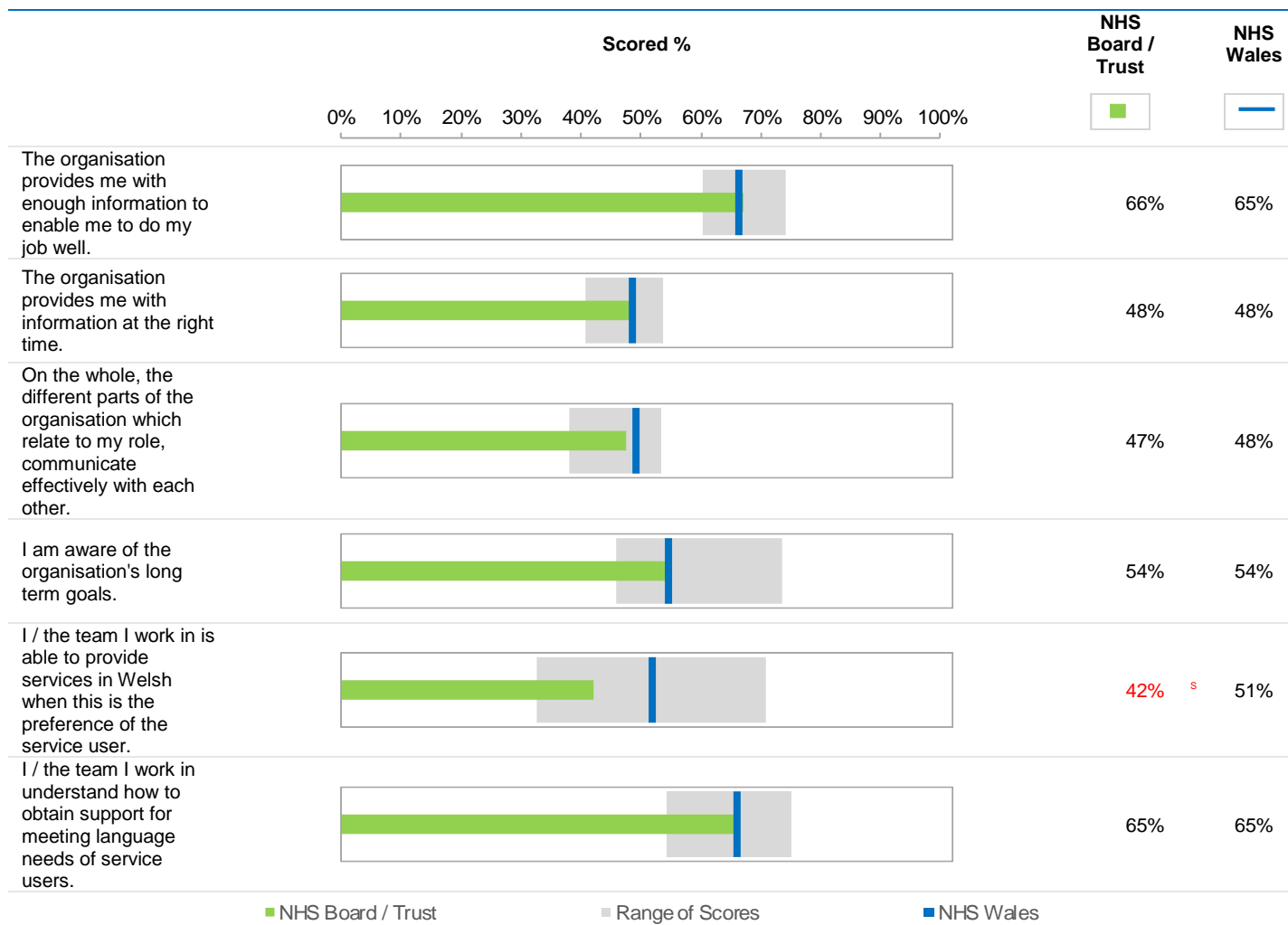
One of the communication questions score above the NHS Wales average; but the rest are below average. However, all scores have improved since 2016, three significantly. 66% of staff (up from 59% last time) say that the organisation provides them with enough information to do their job well. 65% of staff say they know how to get support to meet the language needs of service users – up 4% since the last survey.

12.1 Communication - Rated Results

	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	3,326	56		66%		+1%
	2016	2,423	115		59%	+7% ^s	+1%
	2013	2,686	38		50%	+10% ^s	+1%
The organisation provides me with information at the right time.	2018	3,319	63		48%		-0%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
On the whole, the different parts of the organisation which relate to my role, communicate effectively with each other.	2018	3,321	61		47%		-2%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
I am aware of the organisation's long term goals.	2018	3,317	65		54%		+0%
	2016	2,419	119		50%	+4% ^s	-0%
	2013	2,685	39		43%	+7% ^s	+2%
I / the team I work in is able to provide services in Welsh when this is the preference of the service user.	2018	3,308	74		42%		-10% ^s
	2016	2,407	131		39%	+2%	-9% ^s
	2013	2,674	50		32%	+8% ^s	-10% ^s
I / the team I work in understand how to obtain support for meeting language needs of service users.	2018	3,307	75		65%		-1%
	2016	2,405	133		60%	+4% ^s	-1%
	2013	2,679	45		55%	+5% ^s	+2% ^s

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

12.2 Communication - Variation Charts



13 Staff Wellbeing

Many scores on staff well-being have declined since 2016. 18% of staff say that they have experienced harassment, bullying or abuse at work from their manager/team leader or other colleagues – up from 16% in 2016. Only around half of staff (48%) say that their organisation takes effective action as a result of staff experiencing this. Levels of work-related stress have significantly worsened: 34% of staff say that they have been injured or felt unwell as a result of work-related stress during the past 12 months – up from 28% in 2016.

13.1 Staff Wellbeing - Rated Results

	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
To what extent do you agree or disagree that your job gives you a feeling of belonging?	2018	3,328	54	19%	49%	19%	11%	67%	-	-1%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of purpose?	2018	3,324	58	26%	54%	12%		79%	-	+0%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of achievement?	2018	3,317	65	22%	47%	17%	10%	69%	-	-1%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of opportunity?	2018	3,325	57	15%	36%	23%	18%	9%	51%	-2%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of fulfilment?	2018	3,319	63	18%	44%	21%	12%	62%	-	+1%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of progress?	2018	3,314	68	13%	35%	25%	18%	10%	48%	-1%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
To what extent do you agree or disagree that your job gives you a feeling of job satisfaction?	2018	3,321	61	19%	47%	19%	11%	66%	-	-0%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

13.1 Staff Wellbeing - Rated Results (continued)

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
To what extent do you agree or disagree that your job gives you a feeling of happiness?	2018	3,316	66	15%	41%	25%	13%		56%		-0%
	2016	-	-	No comparable data to previous years					-	-	-
	2013	-	-	No comparable data to previous years					-	-	-

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree

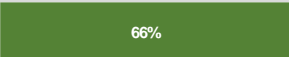











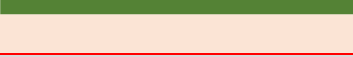

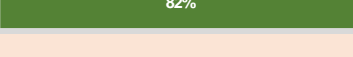

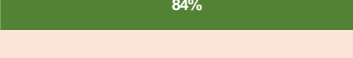

	Year	No of Resp.	Non Resp.			% Positive responses	Year on year change	Diff v NHS Wales
In the last three months have you ever come to work despite not feeling well enough to perform your duties?	2018	3,318	64	37%	63%	63%		-0%
	2016	2,390	148	43%	57%	57%	+7% ^s	-1%
	2013	2,709	15	29%	71%	71%	-15% ^s	+0%
Have you felt pressure from your manager to come to work?	2018	2,095	1,287	75%	25%	25%		+2% ^s
	2016	1,338	1,200	69%	31%	31%	-6% ^s	+1%
	2013	1,916	808	61%	39%	39%	-8% ^s	-0%
Have you felt pressure from your colleagues to come to work?	2018	2,097	1,285	80%	20%	20%		+3% ^s
	2016	1,342	1,196	77%	23%	23%	-3%	+2%
	2013	1,906	818	71%	29%	29%	-7% ^s	+3% ^s

■ No
 ■ Yes



	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
My organisation is committed to helping staff balance their work and home life.	2018	3,306	76	10%	40%	28%	16%	7%	50%		+1%
	2016	2,382	156	12%	32%	33%	15%		45%	+5% ^s	+2%
	2013	2,590	134	7%	30%	34%	21%	8%	38%	+7% ^s	+5% ^s

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree

13.1 Staff Wellbeing - Rated Results (continued)

	Year	No of Resp.	Non Resp.			% Positive responses	Year on year change	Diff v NHS Wales
During the last 12 months have you been injured or felt unwell as a result of work related stress?	2018	3,310	72			34%		+0%
	2016	2,398	140			28%	+6% ^s	-0%
	2013	2,656	68			35%	-7% ^s	+2%
In the last 12 months have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?	2018	3,289	93			22%		+2% ^s
	2016	2,390	148			20%	+2% ^s	+3% ^s
	2013	2,687	37			19%	+1%	+1%
In the last 12 months have you personally experienced harassment, bullying or abuse at work from managers / line managers / team leaders or other colleagues?	2018	3,290	92			18%		+0%
	2016	2,395	143			16%	+3% ^s	+0%
	2013	2,680	44			21%	-5% ^s	+2% ^s

■ No ■ Yes

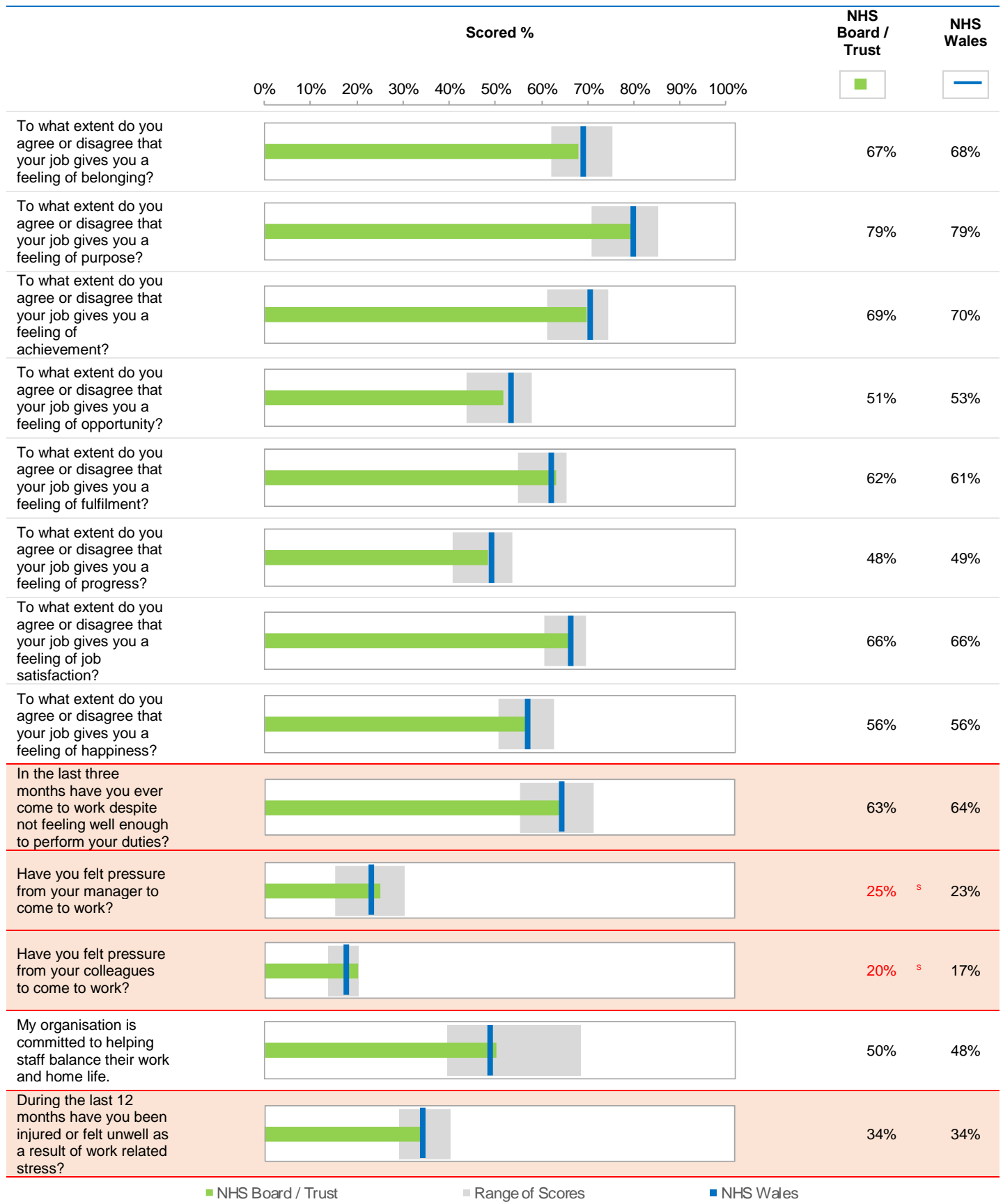
	Year	No of Resp.	Non Resp.			% Positive responses	Year on year change	Diff v NHS Wales
If you were to experience harassment, bullying or abuse at work, would you know how to report it?	2018	3,301	81			94%		+1%
	2016	-	-	<i>No comparable data to previous years</i>		-	-	-
	2013	-	-	<i>No comparable data to previous years</i>		-	-	-

■ Yes, definitely ■ Yes, to some extent ■ No

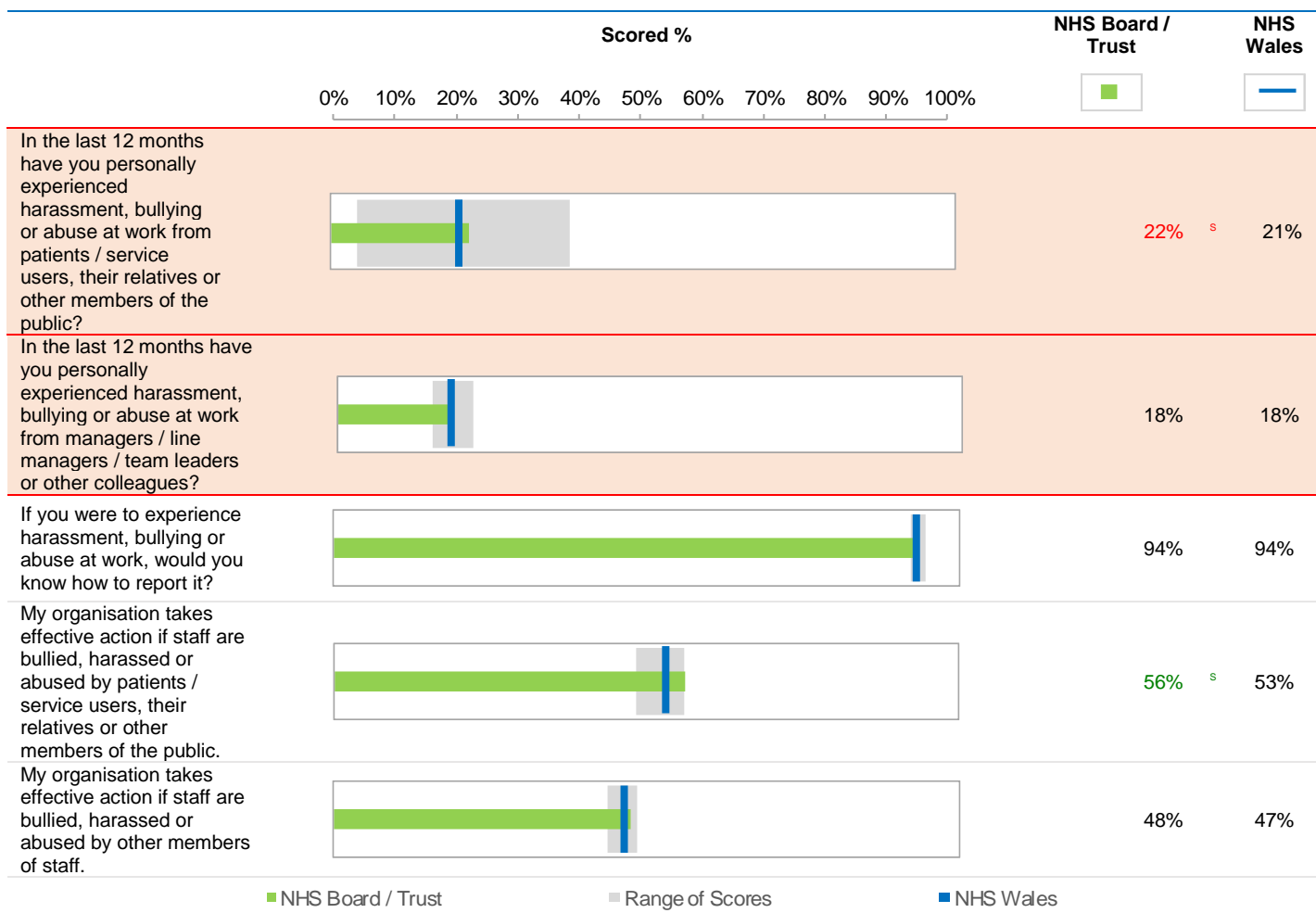
13.1 Staff Wellbeing - Rated Results (continued)

	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales
My organisation takes effective action if staff are bullied, harassed or abused by patients / service users, their relatives or other members of the public.	2018	3,306	76	15%	41%	32%	9%	56%	-	+3% ^s
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
My organisation takes effective action if staff are bullied, harassed or abused by other members of staff.	2018	3,309	73	13%	35%	33%	13%	48%	-	+1%
	2016	-	-	No comparable data to previous years				-	-	-
	2013	-	-	No comparable data to previous years				-	-	-
				■ Strongly agree	■ Agree	■ Neither agree nor disagree	■ Disagree	■ Strongly disagree		

13.2 Staff Wellbeing - Variation Charts



13.2 Staff Wellbeing - Variation Charts (continued)



14 Resources

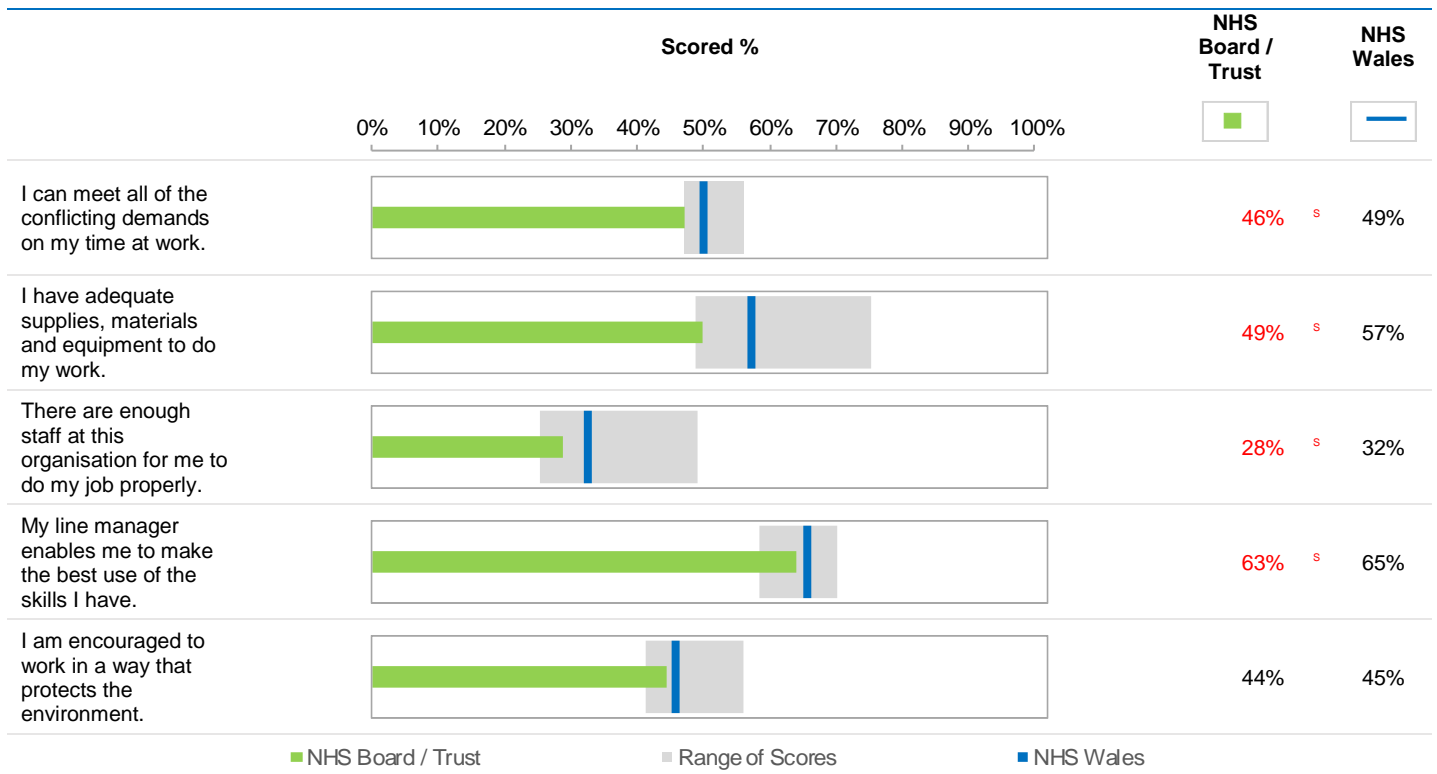
All comparable questions in the resources section have shown an improvement. 46% of staff say that they can meet all of the conflicting demands on their time at work – up significantly from 25% in 2016. However, 49% say that they have adequate supplies, materials and equipment to do their job, 7% below the average for NHS Wales.

14.1 Resources - Rated Results

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
I can meet all of the conflicting demands on my time at work.	2018	3,306	76	8%	39%	19%	27%	8%	46%	+21% ^s	-3% ^s
	2016	2,494	44	22%	27%	32%	16%	25%	+1%	-0%	
	2013	2,710	14	21%	25%	31%	20%	24%	-2% ^s		
I have adequate supplies, materials and equipment to do my work.	2018	3,305	77	9%	41%	18%	24%	9%	49%	+1%	-7% ^s
	2016	2,512	26	10%	39%	19%	24%	9%	49%	+13% ^s	-8% ^s
	2013	2,709	15	30%	19%	29%	16%	35%	-8% ^s		
There are enough staff at this organisation for me to do my job properly.	2018	3,306	76	23%	19%	34%	19%	28%	+2%	-4% ^s	
	2016	2,510	28	21%	21%	31%	21%	27%	+3% ^s	-4% ^s	
	2013	2,711	13	20%	18%	32%	26%	24%	-2% ^s		
My line manager enables me to make the best use of the skills I have.	2018	3,303	79	17%	46%	21%	11%	63%	+3% ^s	-2% ^s	
	2016	2,453	85	22%	38%	24%	11%	60%	+8% ^s	-1%	
	2013	2,698	26	16%	37%	26%	13%	8%	53%	-1%	
I am encouraged to work in a way that protects the environment.	2018	3,302	80	9%	35%	35%	15%	7%	44%	-	-2%
	2016	-	-	No comparable data to previous years					-	-	-
	2013	-	-	No comparable data to previous years					-	-	-

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

14.2 Resources - Variation Charts



15 Change in the Organisation

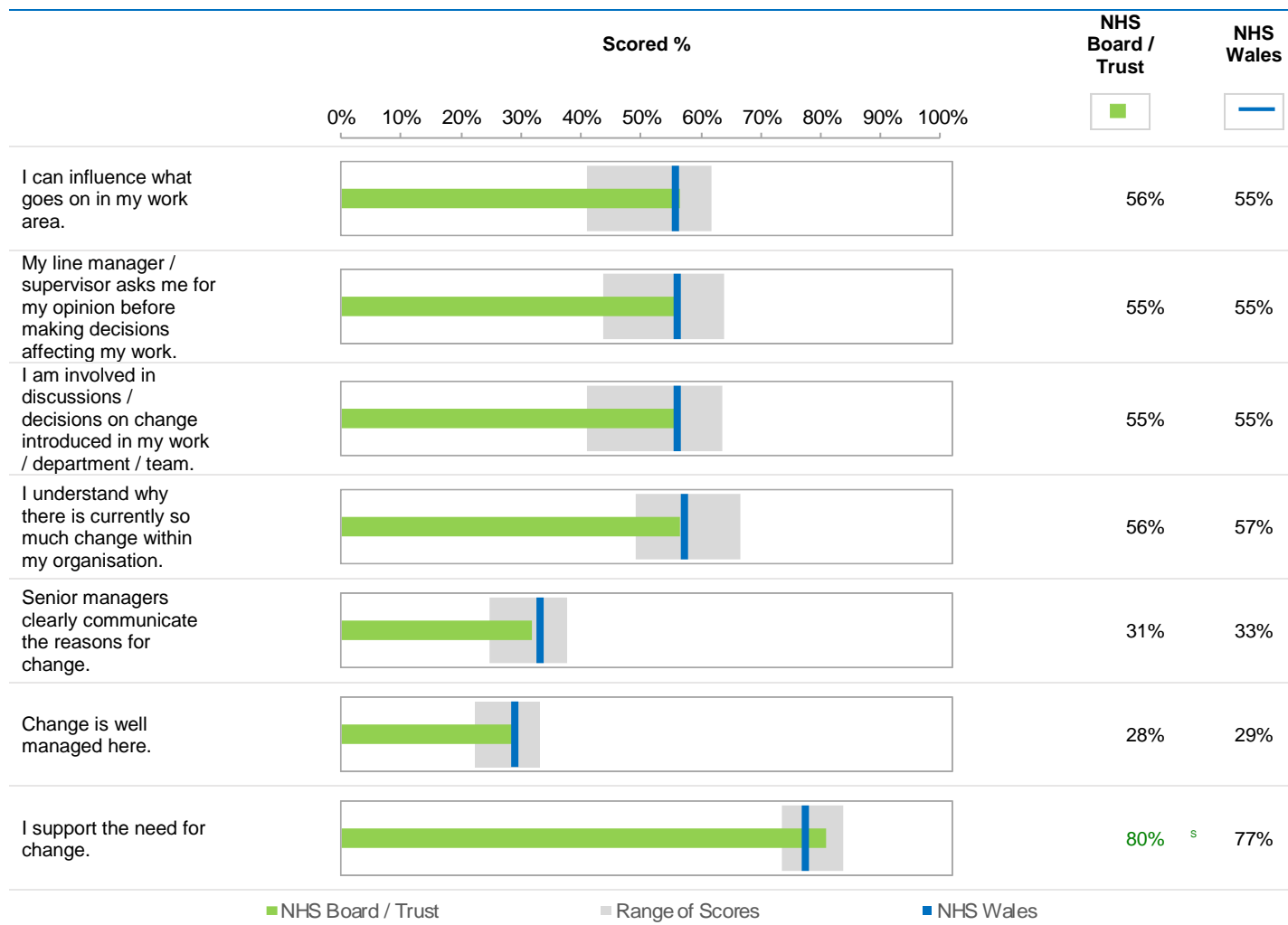
All but two scores on staff's attitude to change in their organisation have improved since 2016 but are all mostly around average when compared to the NHS Wales scores. 80% of staff say they support the need for change, but only 28% say that change is well managed and 31% say that senior managers clearly communicate the reasons for change.

15.1 Change in the Organisation - Rated Results

	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
I can influence what goes on in my work area.	2018	3,303	79	12%	43%	22%	16%	7%	56%		+1%
	2016	2,437	101	10%	35%	27%	21%	7%	45%	+11% ^S	-2%
	2013	2,617	107	8%	35%	25%	22%	10%	43%	+2% ^S	+3% ^S
My line manager / supervisor asks me for my opinion before making decisions affecting my work.	2018	3,299	83	16%	39%	20%	16%	9%	55%		-1%
	2016	2,436	102	10%	36%	26%	20%	9%	45%	+10% ^S	-4% ^S
	2013	2,620	104	8%	35%	22%	23%	11%	44%	+1%	+1%
I am involved in discussions / decisions on change introduced in my work / department / team.	2018	3,294	88	15%	40%	19%	17%	8%	55%		-0%
	2016	2,442	96	10%	35%	26%	21%	8%	46%	+9% ^S	-3% ^S
	2013	2,616	108	9%	38%	24%	21%	9%	47%	-1%	+2% ^S
I understand why there is currently so much change within my organisation.	2018	3,296	86	13%	43%	26%	13%	7%	56%		-1%
	2016	2,432	106	11%	39%	31%	14%	7%	50%	+6% ^S	-3% ^S
	2013	2,617	107	11%	47%	22%	13%	7%	58%	-8% ^S	+6% ^S
Senior managers clearly communicate the reasons for change.	2018	3,294	88	8%	26%	30%	25%	14%	31%		-1%
	2016	2,435	103	8%	28%	33%	21%	10%	36%	-5% ^S	+0%
	2013	2,695	29	8%	24%	33%	24%	13%	30%	+7% ^S	+1%
Change is well managed here.	2018	3,294	88	8%	23%	33%	25%	14%	28%		-0%
	2016	2,432	106	8%	24%	35%	24%	11%	29%	-1%	-0%
	2013	2,617	107	15%	34%	31%	17%	5%	19%	+11% ^S	-2% ^S
I support the need for change.	2018	3,299	83	26%	54%	17%	3%	0%	80%		+3% ^S
	2016	2,426	112	24%	50%	21%	5%	0%	74%	+6% ^S	+0%
	2013	2,621	103	20%	51%	23%	6%	0%	71%	+4% ^S	+8% ^S

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

15.2 Change in the Organisation - Variation Charts



16 Learning and Development



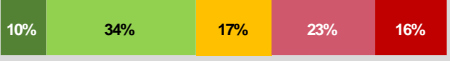
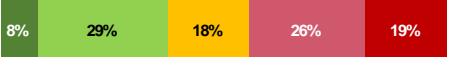
Almost all of the scores on learning and development have seen further improvement since 2016, and only one has declined. 50% (up from 45% in 2016) say there is still strong support for training in their area of work. 82% of staff say that they had a performance appraisal/review in the last 12 months, up significantly from 75% in 2016.

16.1 Learning and Development - Rated Results




	Year	No of Resp.	Non Resp.						% Positive responses	Year on year change	Diff v NHS Wales
There are opportunities for me to progress in my job.	2018	3,296	86	10%	32%	21%	23%	13%	43%		-0%
	2016	2,417	121	9%	32%	22%	23%	14%	41%	+1%	-1%
	2013	2,705	19		26%	20%	29%	20%	32%	+9% ^s	+1%
I am supported to keep up to date with developments in my field.	2018	3,295	87	15%	45%	20%	13%	7%	60%		-2% ^s
	2016	2,416	122	14%	42%	23%	14%	7%	55%	+5% ^s	-3% ^s
	2013	2,706	18	9%	38%	23%	20%	11%	47%	+8% ^s	-0%
I am encouraged to develop my own expertise.	2018	3,285	97	17%	45%	20%	12%		63%		-1%
	2016	2,414	124	15%	42%	23%	13%	7%	57%	+6% ^s	-2%
	2013	2,702	22	11%	39%	23%	17%	10%	50%	+7% ^s	+1%
There is still strong support for training in my area of work.	2018	3,279	103	14%	36%	25%	17%	9%	50%		-3% ^s
	2016	2,410	128	14%	31%	25%	19%	11%	45%	+5% ^s	-4% ^s
	2013	2,704	20	9%	26%	27%	22%	16%	35%	+10% ^s	-1%
My line manager encourages me to continuously develop new skills.	2018	3,288	94	16%	37%	26%	14%	7%	53%		-3% ^s
	2016	2,455	83	23%	35%	23%	14%		57%	-4% ^s	-2%
	2013	2,698	26	16%	35%	25%	16%	9%	50%	+7% ^s	+0%
I am able to access the right learning and development materials when I need to.	2018	3,287	95	11%	39%	28%	14%	7%	51%		-3% ^s
	2016	-	-	No comparable data to previous years					-	-	-
	2013	-	-	No comparable data to previous years					-	-	-
My training, learning and development has helped me to do my job better.	2018	3,293	89	22%	47%	21%	7%		69%		+1%
	2016	2,400	138	17%	47%	24%	8%		64%	+5% ^s	-0%
	2013	2,704	20	13%	43%	29%	11%		56%	+8% ^s	-2%

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

16.1 Learning and Development - Rated Results (continued)

	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
It has helped me stay up to date with my job and professional requirements.	2018	3,286	96		72%	+5% ^s	+2% ^s
	2016	2,393	145		67%	-	-1%
	2013	-	-	No comparable data to previous years		-	-
I have sufficient time at work to complete any statutory and mandatory training.	2018	3,295	87		44%	+6% ^s	+0%
	2016	2,399	139		38%	-	-3% ^s
	2013	-	-	No comparable data to previous years		-	-

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

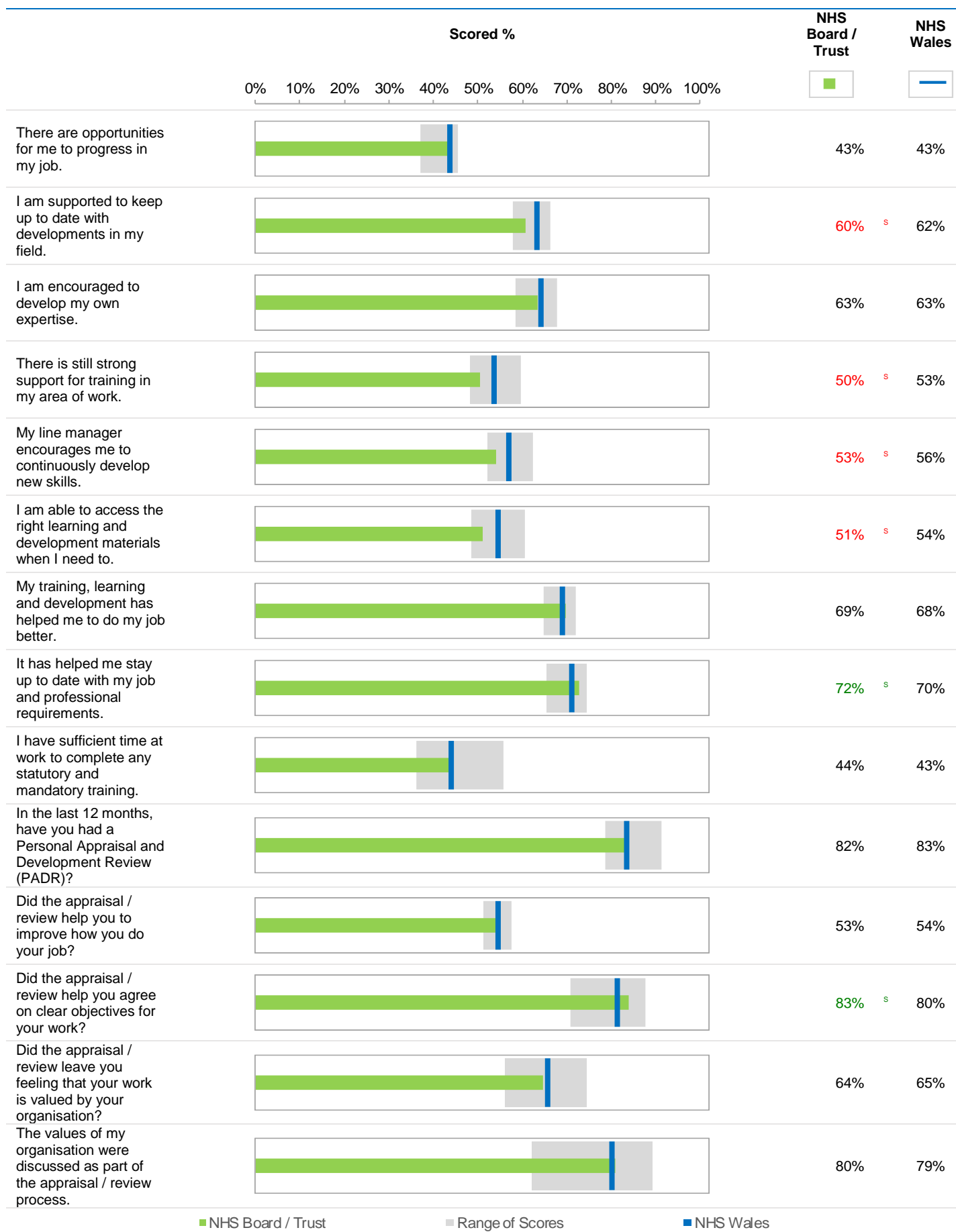
	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
In the last 12 months, have you had a Personal Appraisal and Development Review (PADR)?	2018	3,290	92		82%	+7% ^s	-1%
	2016	2,335	203		75%	+6% ^s	+0%
	2013	2,699	25		68%	-	+13% ^s
Did the appraisal / review help you to improve how you do your job?	2018	2,674	708		53%	-0%	-1%
	2016	1,725	813		54%	+9% ^s	+0%
	2013	1,833	891		44%	-	-3% ^s
Did the appraisal / review help you agree on clear objectives for your work?	2018	2,675	707		83%	+4% ^s	+2% ^s
	2016	1,723	815		79%	+7% ^s	+1%
	2013	1,833	891		72%	-	-2%
Did the appraisal / review leave you feeling that your work is valued by your organisation?	2018	2,654	728		64%	+2%	-1%
	2016	1,717	821		62%	+10% ^s	-0%
	2013	1,830	894		52%	-	-3% ^s

■ Yes
■ No

16.1 Learning and Development - Rated Results (continued)

	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
The values of my organisation were discussed as part of the appraisal / review process.	2018	2,677	705		80%		+1%
	2016	-	-	No comparable data to previous years	-	-	-
	2013	-	-	No comparable data to previous years	-	-	-
				■ Yes, definitely ■ Yes, to some extent ■ No			

16.2 Learning and Development - Variation Charts



17 Diversity

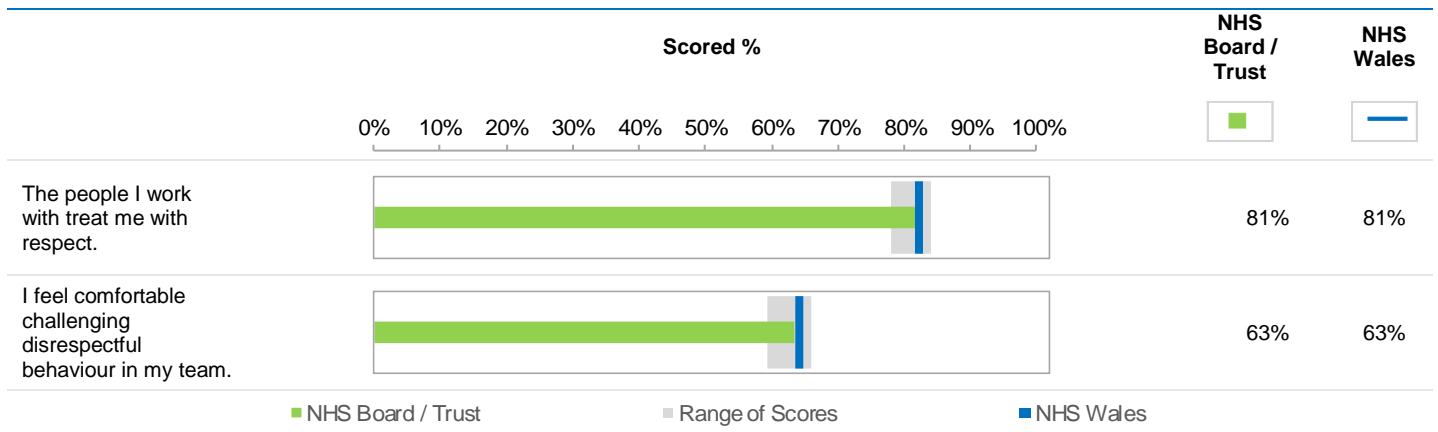
There are two scores on Diversity within the survey. The score on staff saying that the people who they work with treat them respect has improved significantly since 2016 – up from 74% to 81%.

17.1 Diversity - Rated Results

	Year	No of Resp.	Non Resp.					% Positive responses	Year on year change	Diff v NHS Wales	
The people I work with treat me with respect.	2018	3,297	85	33%	48%	13%		81%	+7% ^s	-0%	
	2016	2,518	20	26%	48%	16%	7%	74%	-4% ^s	+1%	
	2013	2,708	16	28%	50%	13%		78%		-1%	
I feel comfortable challenging disrespectful behaviour in my team.	2018	3,287	95	20%	43%	19%	14%	63%		-1%	
	2016	-	-	No comparable data to previous years				-	-		-
	2013	-	-	No comparable data to previous years				-	-		-

■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

17.2 Diversity - Variation Charts



18 Other

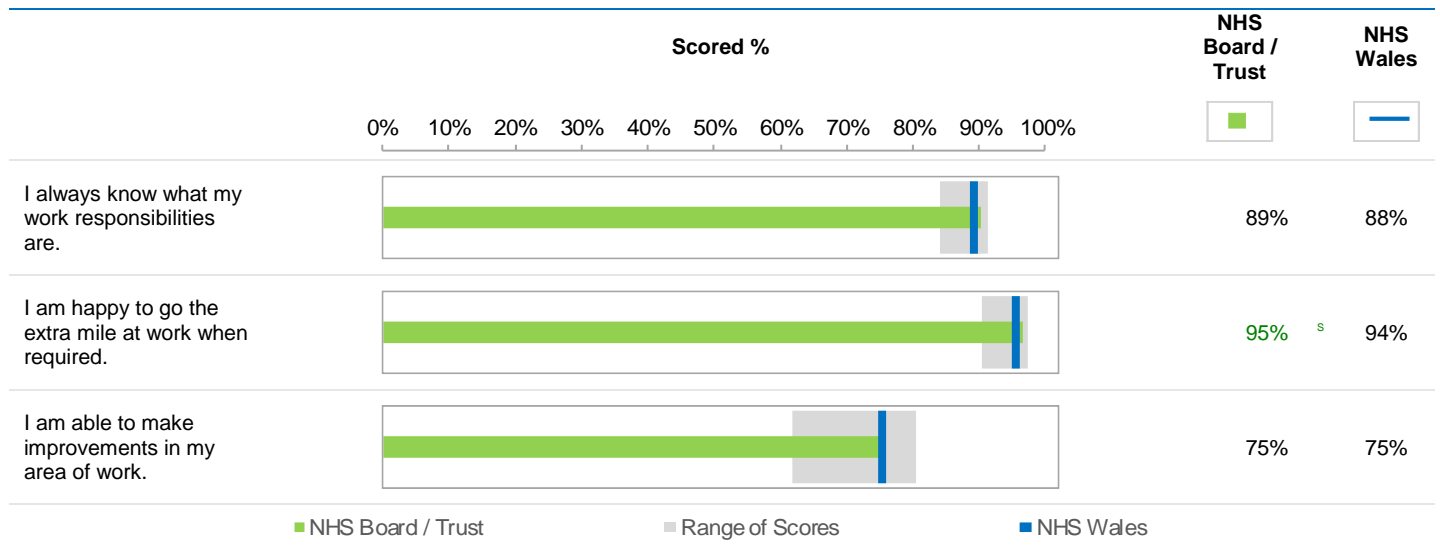
There are three questions in this section. All three of them have seen improvements since the last survey, and they are all close to the NHS Wales average score. Staff saying that they are able to make improvements in their area of work has improved by 15% (up from 60% in 2016, to 75% this year).

18.1 Other - Rated Results

	Year	No of Resp.	Non Resp.		% Positive responses	Year on year change	Diff v NHS Wales
I always know what my work responsibilities are.	2018	3,271	111		89%	+7% ^s	+1%
	2016	2,520	18		82%	+8% ^s	+2%
	2013	2,719	5		74%		+0%
I am happy to go the extra mile at work when required.	2018	3,263	119		95%	+7% ^s	+1% ^s
	2016	2,525	13		89%	+1% ^s	-1%
	2013	2,713	11		87%		+1%
I am able to make improvements in my area of work.	2018	3,259	123		75%	+15% ^s	+0%
	2016	2,519	19		60%	+4% ^s	-1%
	2013	2,708	16		56%		+1%

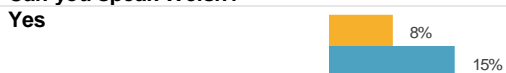
■ Strongly agree
■ Agree
■ Neither agree nor disagree
■ Disagree
■ Strongly disagree

18.2 Other - Variation Charts



19 Demographics

Can you speak Welsh?



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Do you use the Welsh language in the workplace?



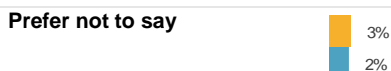
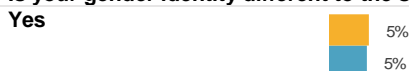
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Do you have direct line management responsibility for staff?



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Is your gender identity different to the sex you were assumed to be at birth?



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

What is your religion

No religion



Christian (all denominations)



Buddhist



Hindu



Jewish



Muslim



Sikh



Any other religion



Which of the following best describes how you think of yourself?

Heterosexual or Straight



Gay or Lesbian



Bisexual



Other



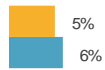
Prefer not to say



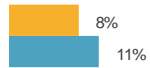
■ NHS Board / Trust ■ NHS Wales

How many years have you worked for this organisation?

Less than a year



1-2 years



3-5 years



6-10 years



11-15 years



More than 15 years



What is your ethnic group?

White



Mixed / multiple ethnic groups



Asian / Asian British



Black / African / Caribbean / Black British



Other ethnic group

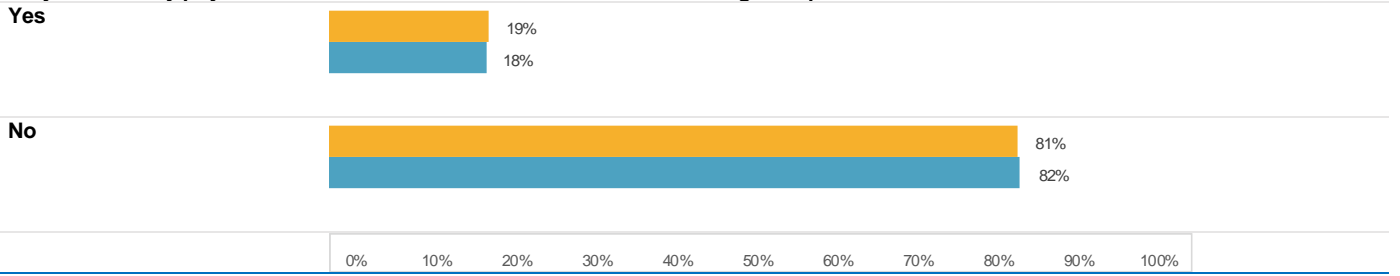


Prefer not to say

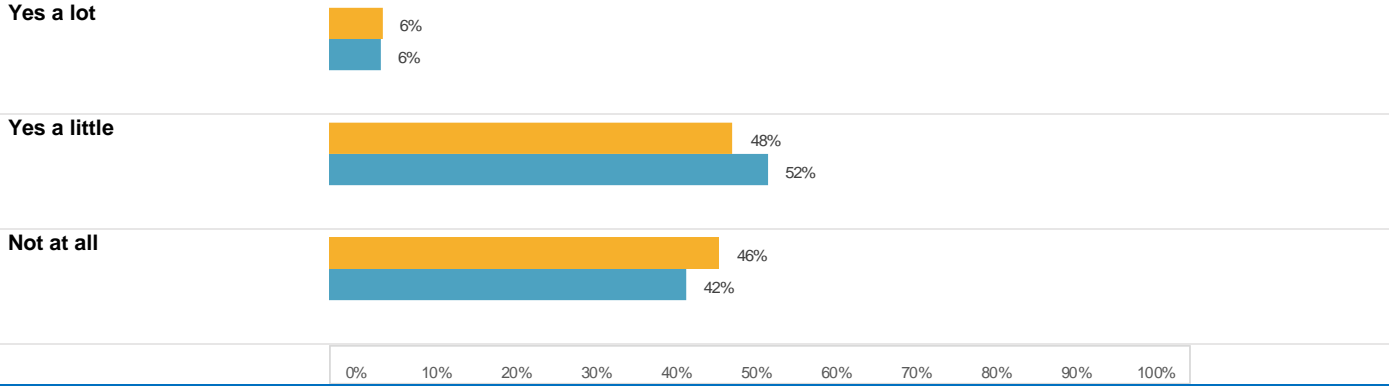


■ NHS Board / Trust ■ NHS Wales

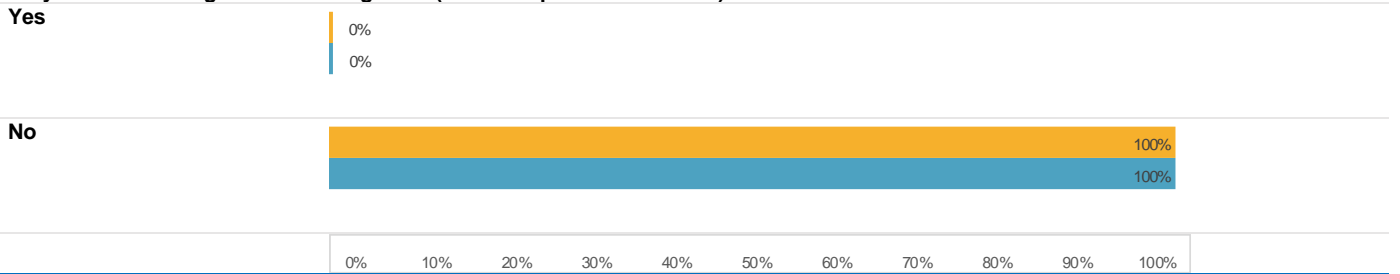
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Does your condition or illness/do any of your conditions or illnesses reduce your ability to carry-out day-to-day activities?



Do you have a recognised ASD diagnosis (Autistic Spectrum Disorder)?



■ NHS Board / Trust ■ NHS Wales