



# **NHS Wales Staff Survey 2023**

## **National Findings Report**

July 2024



# NHS Wales Staff Survey 2023 National Findings

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# 1. INTRODUCTION

The 2023 NHS Wales Staff Survey 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 2023 survey has a revised evidence-based question set to previous years. Therefore, the only comparison that can be made is that of the Staff engagement score at an organisation level and All Wales level with the 2020 survey. As this will be an annual survey, subsequent surveys will allow for a comparison of most questions; giving the ability to monitor progress from 2024 cycle's results.

## 1.1 Methods of Analysis

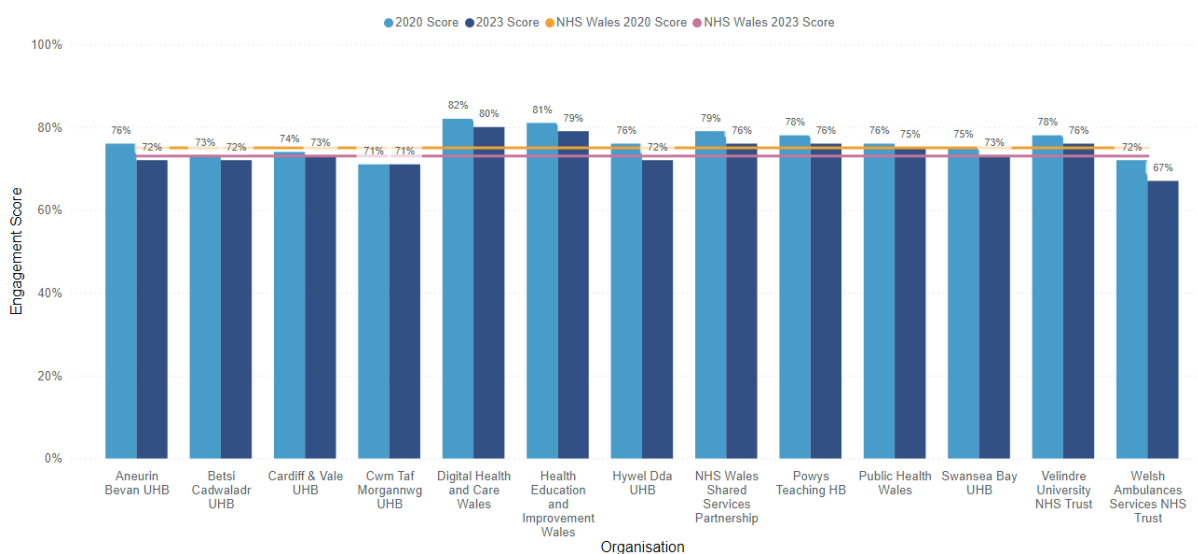
At a national level, this year's survey results are analysed by showing:

- An overall NHS Wales score for each question
- A comparison of the Staff Engagement score for the 14 organisations within NHS Wales – range of scores – and the overall NHS Wales score.

## 1.2 Staff Engagement

The staff engagement scores are compared with 2020, 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.

NHS Wales and Organisation Engagement Score



\* NHS Executive is not depicted in this graph as there is no comparison data for 2020.

## **2. SURVEY BACKGROUND AND METHODOLOGY**

### **2.1 Background**

Within our Workforce Strategy for Health and Care in Wales is a commitment for HEIW to scope, design and deliver the NHS Wales Staff survey creating a consistent approach to monitoring and measuring employee experience and other key workforce metrics. The Staff Survey offers a snapshot in time of how people experience their working lives, gathered at the same time each year. Its strength is in capturing a national picture alongside local detail, enabling NHS Wales to explore staff experience across different parts of the NHS and work to bring about the necessary improvements.

The staff survey is overseen and signed off by the Welsh Partnership Forum. 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.

IQVIA was commissioned to undertake the data collection of the 2023 staff survey across 14 NHS organisations, as well as the hosted organisations, that comprise NHS Wales in 2023.

The overall aim of the staff survey in Wales is for us to use staff experience data to identify, design and implement initiatives to ensure significant and sustained improvements in our work environments so that staff thrive and are able to deliver high-quality, continually improving care and to ensure that these improvement interventions are when implemented are shared and disseminated to build staff trust and confidence in the staff survey.

### **2.2 Methodology**

In line with previous surveys, it was agreed that the 2023 survey would be sent to all eligible secondary care staff. Accessibility was improved, meaning staff no longer had to log in to complete the survey.

The survey was available to be completed bilingually (Welsh or English) and there were several methods to complete the 2023 staff survey, which included:

- Online – Access via staff intranet pages and completion on a mobile device.
- Paper copies - Completing it via a printed paper copy which could be returned in a prepaid envelope directly to IQVIA.
- Telephone – Completing it in the language of choice via telephone with IQVIA.

Online and telephone accessibility options, reduced the number of paper copies returned in 2023. The 2023 survey had 22,535 completions, of which 17,758 completions were online, 3,970 were completed via smartphones and there were 807 paper copy completions. Of the 22,535 completions, there were 117 responses for the Welsh version of the survey.

The NHS Wales Staff Survey team have engaged with NHS England Staff Survey experts to understand the success of their staff survey. Their survey design has evolved based on robust international scientific evidence and in-depth data analysis, constant engagement with staff and organisations. The continuous learning from the survey continues to inform policies locally and nationally whilst they acknowledge, more can still be done.

Utilising the evidence-based practice questions from the NHS England's staff survey, the staff survey project team, supported by Professor Michael West established an question set to meet the needs and priorities of NHS Wales. The survey includes standards and indexes such as the Staff Engagement Index, Copenhagen Burnout Inventory, alignment to the HSE stress questions and WRES. The question set was shared with key stakeholders and qualitative feedback was gathered. The final question set was signed off by the Welsh Partnership Forum Business Committee in August 2023.

The final question set included:

- 30 background/demographic questions and
- 115 main body questions and sub-questions.

Prior to the launch of the staff survey, paper copies were distributed to each NHS organisation. The staff survey was launched on 16<sup>th</sup> October 2023 and closed after 6 weeks, on 27<sup>th</sup> November 2023. The cut-off date for paper copies was 4<sup>th</sup> December.

### 3. RESPONSE RATES

25,535 staff completed the survey, which is a response rate overall of 20.7%, with the following breakdown across NHS Wales:

Paper, Online, Smartphone, Response Rate, Total Response, Sample Size

BY ORGANISATION

Organisation	Sample Size	Paper	Online	Smartphone	Total Response	Response Rate
Aneurin Bevan UHB	15,108	43	2,299	396	2,738	18.1%
Betsi Cadwaladr UHB	19,891	257	3,267	497	4,021	20.2%
Cardiff and Vale UHB	17,096	101	2,938	623	3,662	21.4%
Cwm Taf Morgannwg UHB	12,685	113	1,116	1,071	2,300	18.1%
Digital Health and Care Wales	1,191	0	653	68	721	60.5%
Health Education and Improvement Wales	467	0	326	25	351	75.2%
Hywel Dda UHB	11,659	27	1,125	250	1,402	12.0%
NHS Executive	351	0	182	21	203	57.8%
NHS Wales Shared Services Partnership	5,823	24	992	172	1,188	20.4%
Powys Teaching HB	2,405	26	547	100	673	28.0%
Public Health Wales	2,000	16	937	122	1,075	53.8%
Swansea Bay UHB	13,932	156	2,083	386	2,625	18.8%
Velindre University NHS Trust	1,679	22	508	40	570	33.9%
Welsh Ambulances Services NHS Trust	4,344	22	785	199	1,006	23.2%
<b>All Wales Total</b>	<b>108,631</b>	<b>807</b>	<b>17,758</b>	<b>3,970</b>	<b>22,535</b>	<b>20.7%</b>

### 4. JOB SATISFACTION AND ENGAGEMENT

#### 4.1 Staff Engagement Index Methodology

The table below shows the breakdown of the overall Staff Engagement Index.

Theme	Questions
Intrinsic Psychological Engagement	I look forward to going to work.
	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.
	I am involved in deciding on the changes that affect my work/area/team and development.
Staff advocacy and recommendation	I would recommend my organisation as a place to work.
	I am proud to tell people I work for my organisation.

#### 4.2 Staff Engagement Index

The overall engagement score has decreased by 2% for NHS Wales compared with the same reported index in 2020.

## 5. REPORTING ON THE RESULTS

Last year we commenced work in partnership with our Welsh Partnership Forum colleagues to design a set of People Pledges the aim of which is to make clear commitments to work together and improve the experience of staff working in the NHS in Wales.

We have designed our staff survey reporting through these seven pledges, these are:

People Pledge	Sub-theme
1. We are compassionate and inclusive.	1.1 Compassionate culture 1.2 Compassionate leadership 1.3 Diversity and Equality 1.4 Inclusion
2. We recognise everyone's contribution.	No sub-themes
3. We are all able to speak up.	3.1 Autonomy and control 3.2 Raising concerns
4. We are stronger together.	4.1 Team working 4.2 Line management
5. We nurture healthy working environments.	5.1 Health and safety climate 5.2 Burnout 5.3 Negative experiences
6. We champion flexible working.	6.1 Support for work-life balance 6.2 Flexible working
7. We are continuously learning and improving.	7.1 Development 7.2 PDR/Appraisal

In addition to grouping questions by our people pledges, there are three broader themes utilised

Theme	Sub-theme
Staff Engagement	1. Intrinsic Psychological Engagement (Motivation) 2. Ability to contribute towards improvements at work (Involvement) 3. Staff advocacy and recommendation (Advocacy)

Morale	<ol style="list-style-type: none"> <li>1. Thinking about leaving</li> <li>2. Work pressure</li> <li>3. Stressors (HSE Index)</li> </ol>
Patient Safety	No sub-themes

This approach is based on experience in NHS England where responses are grouped by their People Promise and the longstanding themes of Staff Engagement and Morale. This means they can evidence how they are performing against each promise/theme, focus their efforts where improvements are needed and demonstrate to staff the value of the survey questions. This also helps increase levels of engagement and the response rate.

### 5.1 Key for results

Key things to note when looking at the visual representation of the results are:

Positivity increases in the direction of the arrow.



Blue areas in the following graphics denote questions that were not answered or were not applicable, based on the type of question response chosen.

## 6. RESULTS

### People Commitment 1: We are compassionate and inclusive.

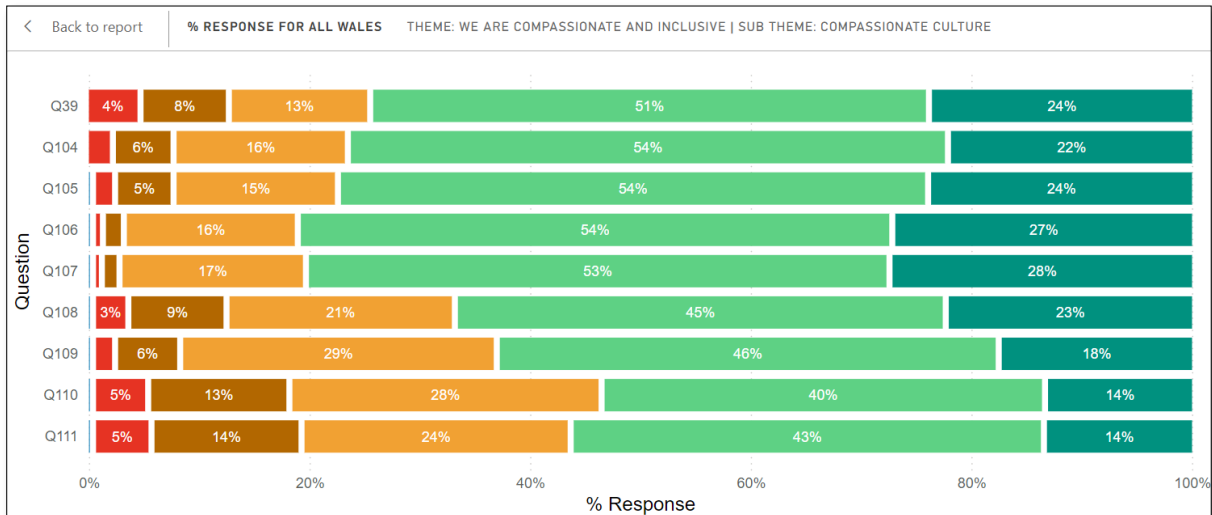
#### Compassionate culture

Q39 I'd feel able to speak up in my team if I noticed poor or incorrect practice.
Q104 People here are compassionate towards colleagues when they face problems.
Q105 People here give good support to colleagues who are distressed.
Q106 People here are compassionate in the way they behave towards patients/service users.
Q107 People here take effective action to help patients/service users in distress.
Q108 Care of patients/service users is my organisation's top priority.

Q109 My organisation acts on concerns raised by patients/service users.

Q110 If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

Q111 I feel safe to speak up about anything that concerns me in this organisation.

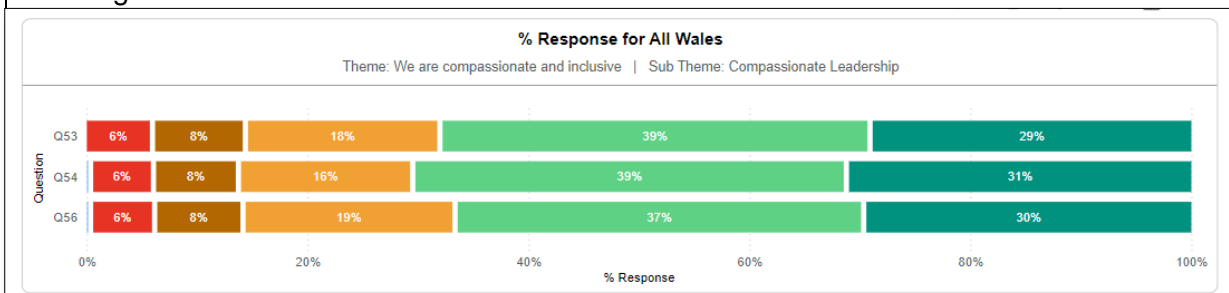


- 81% of those who responded said that staff within their organisations were compassionate in the way they behaved towards patients and service users with 68% saying that the care of patients and service users is their top priority.
- 78% of those who responded said that staff give good support to distressed colleagues.
- 54% of those who responded, said if a friend or relative of theirs needed treatment they would be happy with the standard of care provided by their organisation.

### Compassionate leadership

Q53 My immediate manager (line manager) works together with me to come to an understanding of problems.

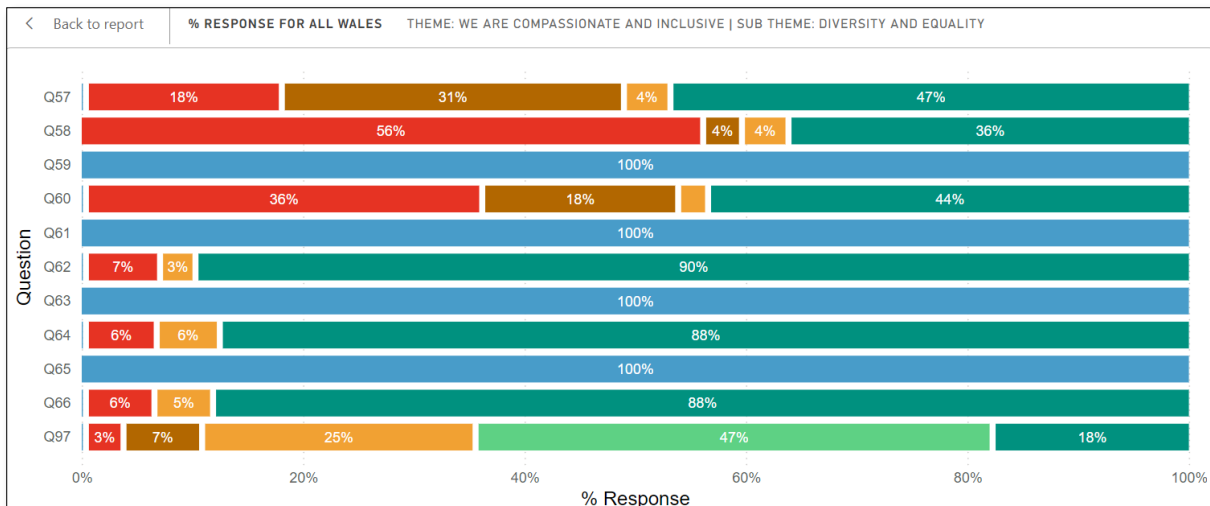
Q54 My immediate manager (line manager) is interested in listening to me when I describe challenges I face.



- 68% of those who responded said their immediate manager works together with them to come to an understanding of problems.
- 67% said their immediate manager takes effective action to help them with any problems they face.

## Diversity and Equality

Q57 Does your organisation act fairly with regard to career progression/promotion, regardless of age, disability, ethnic background, gender, gender identity, religion or sexual orientation?
Q58 In the last 12 months have you sought a progression opportunity in your workplace?
Q59 If no, please tick the reasons for this.
Q60 In the coming 12 months would you consider applying for a progression opportunity in your workplace?
Q61 If no, please tick the reasons for this.
Q62 In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives, or other members of the public?
Q63 If yes, on what grounds have you experienced discrimination? (Tick all that applies)
Q64 In the last 12 months have you personally experienced discrimination at work from a manager/ team leader?
Q65 If yes, on what grounds have you experienced discrimination? (Tick all that applies)
Q66 In the last 12 months have you personally experienced discrimination at work from other colleagues?
Q97 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)

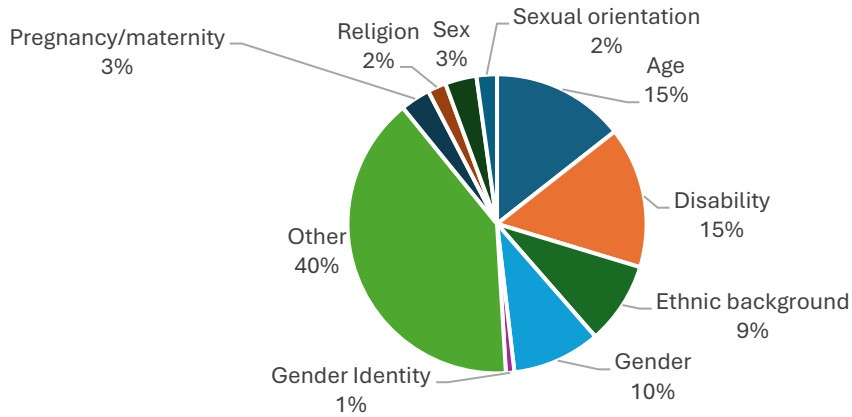


- 65% of those who responded said that their organisation respects individual differences e.g. cultures, working styles, backgrounds ideas compared with 70.63% in England.
- 47% said that their organisation acted fairly regarding career progression/promotion regardless of age, disability, ethnic background, gender, gender identity, religion, or sexual orientation., however, 18% of respondents said their organisation did not.



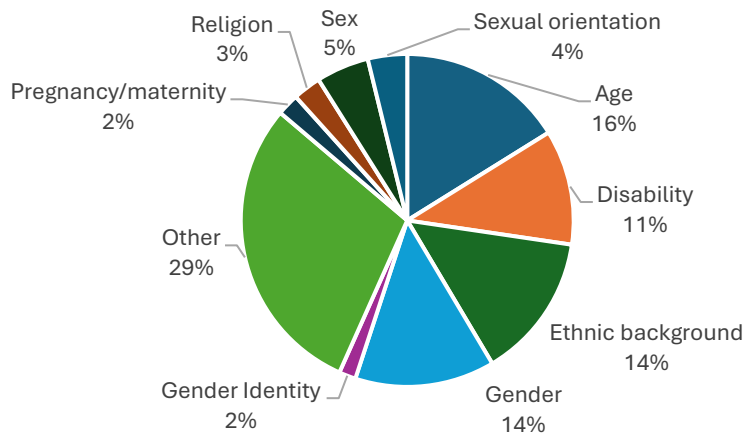
- 6.4% of respondents reported personally experiencing discrimination in work from a manager/team leader, giving the following grounds for discrimination:

**Q64 In the last 12 months have you personally experienced discrimination at work from a manager/ team leader?**  
**Q65 If yes, on what grounds have you experienced discrimination? (Tick all that applies)**



6.2% of respondents reported personally experiencing discrimination in work from other colleagues, giving the following grounds for discrimination:

**Q66 In the last 12 months have you personally experienced discrimination at work from other colleagues?**  
**Q67 If yes, on what grounds have you experienced discrimination? (Tick all that applies)**

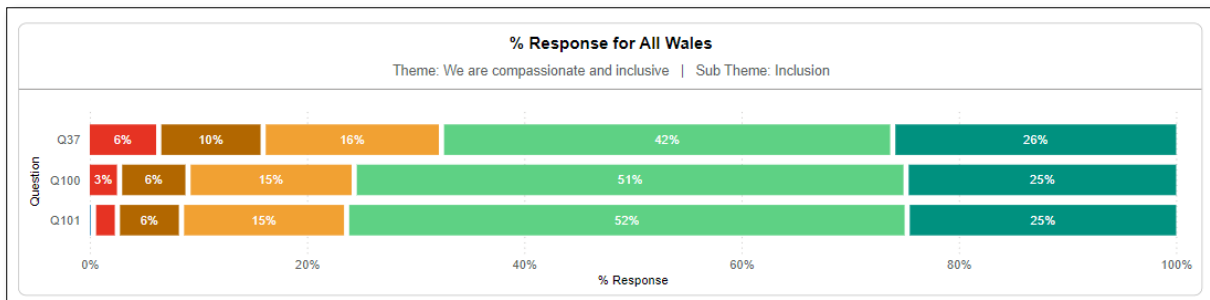


## Inclusion

Q37 I feel valued by my team.

Q100 The people I work with are understanding and kind to one another.

Q101 The people I work with are polite and treat each other with respect.



- 76% of respondents reported their colleagues are understanding and kind to one another.
- 77% of respondents reported their colleagues are polite and treat each other with respect.

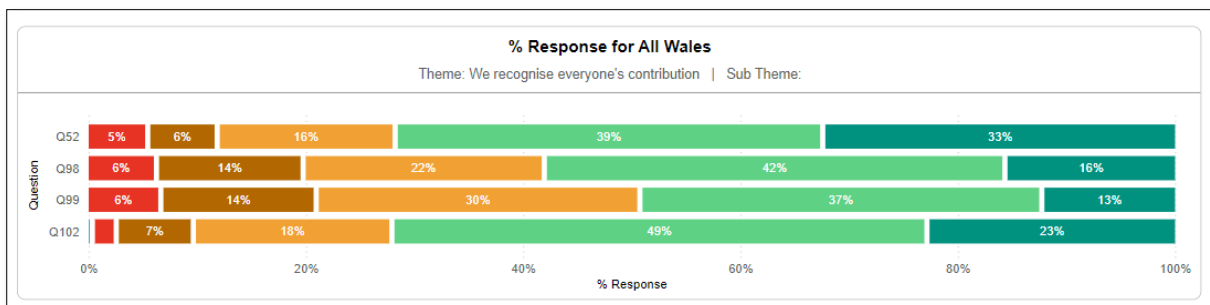
### People Commitment 2: We recognise everyone's contribution.

Q52 My immediate manager (line manager) values my work.

Q98 I get recognition for good work.

Q99 The organisation values my work.

Q102 The people I work with show appreciation to one another.



- 58% of staff were satisfied with the recognition that they get for good work
- 20% of staff did not feel they get recognition for their work.

### People Commitment 3: We are all able to speak up.

#### Autonomy and control

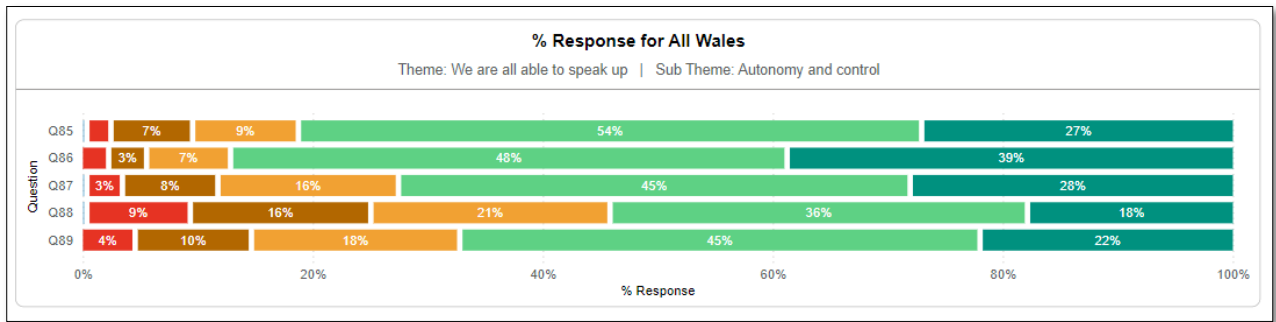
Q85 I always know what my work responsibilities are.

Q86 I am trusted to do my job.

Q87 There are frequent opportunities for me to show initiative in my role.

Q88 I am involved in deciding on changes introduced that affect my work area/team/department.

Q89 I have a choice in deciding how to do my work.



- 87% of those who responded feel trusted to do their job
- 81% of respondents said they always know what their responsibilities are.
- 54% of respondents said they are involved in deciding on changes introduced that affect their work area/team/department, 25% of respondents said they are not involved.

## Raising concerns

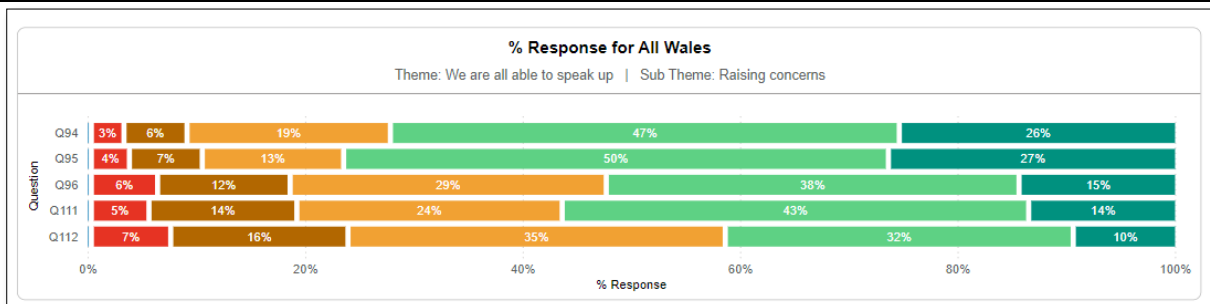
Q94 I would feel secure raising concerns about unsafe clinical practice.

Q95 I would feel secure raising concerns about unethical behaviour.

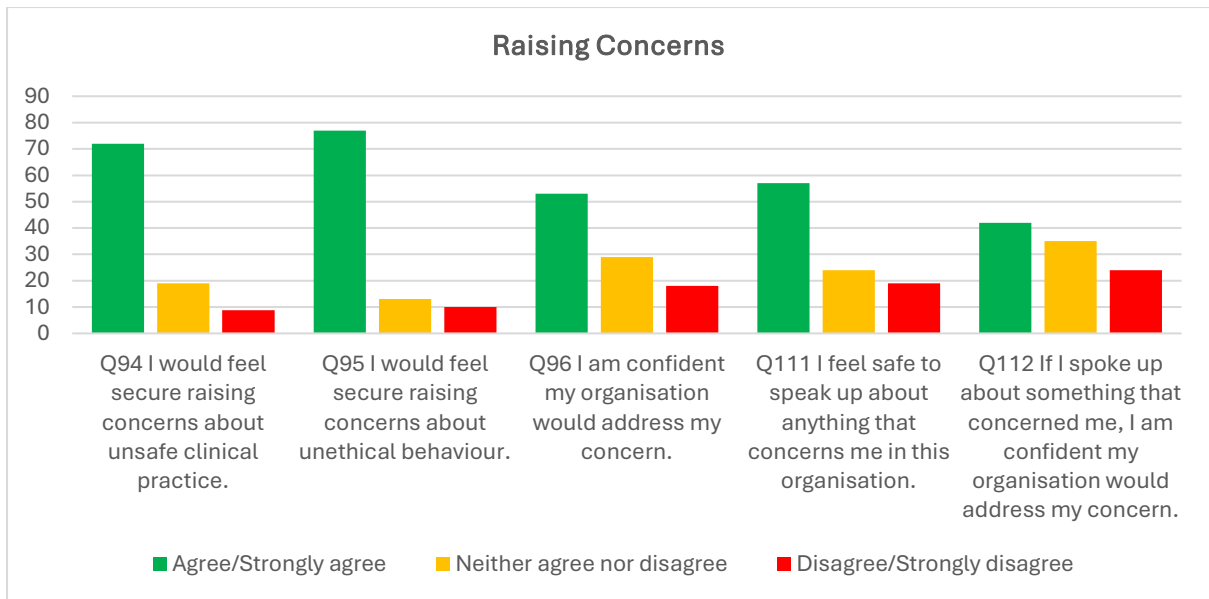
Q96 I am confident my organisation would address my concern.

Q111 I feel safe to speak up about anything that concerns me in this organisation.

Q112 If I spoke up about something that concerned me, I am confident my organisation would address my concern.



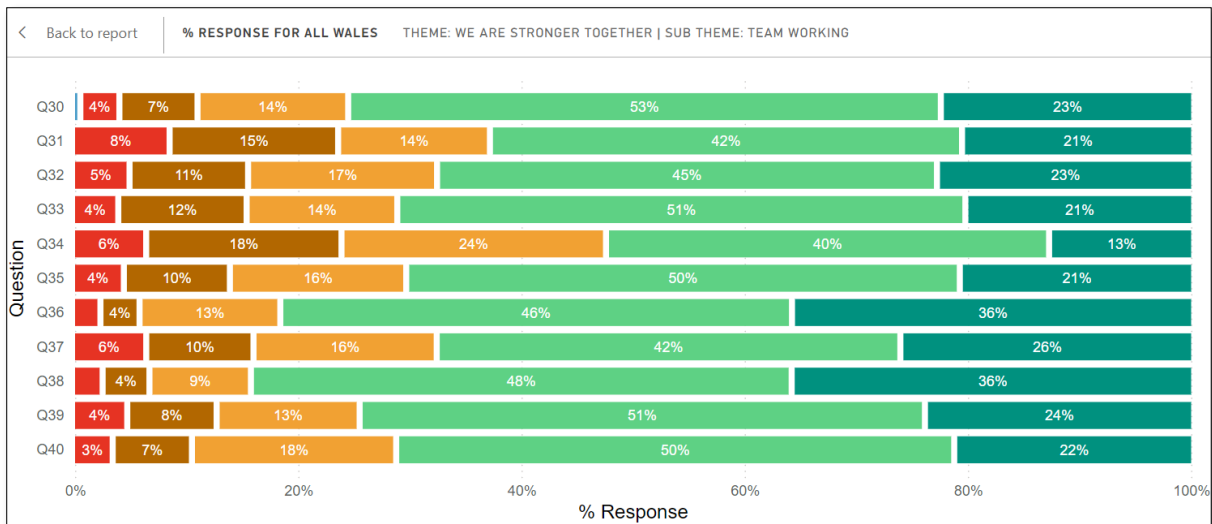
- 57% of those who responded feel safe to speak up about anything that concerns them in their organisation, with 53% being confident that their organisation would address their concern.
- 73% would feel secure raising concerns about unsafe clinical practice with 42% being confident that their organisation would address their concern.



## People Commitment 4: We are stronger together.

### Team working

Q30 The team I work in has a set of shared objectives.
Q31 The team I work in often meets to discuss the team's effectiveness.
Q32 Team members trust each other.
Q33 Team members understand each other's roles.
Q34 Team members take time out to reflect and learn.
Q35 Team members are able to communicate closely with each other to achieve the team's objectives.
Q36 I enjoy working with the colleagues in my team.
Q37 I feel valued by my team.
Q38 I feel able to ask other members of this team for help when I need it.
Q39 I'd feel able to speak up in my team if I noticed poor or incorrect practice.
Q40 Team members work well with other teams.

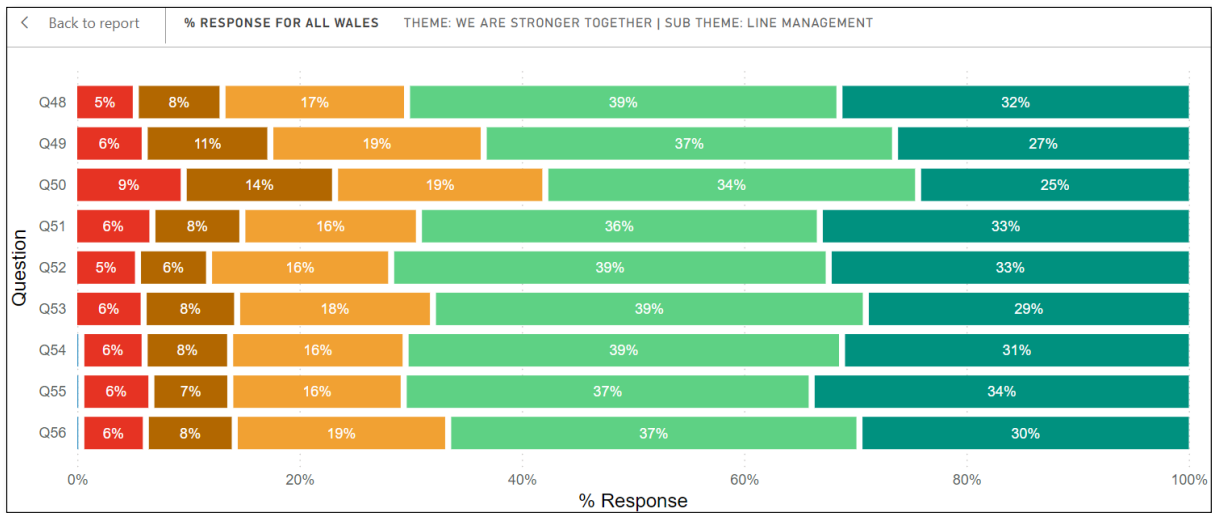


- 76% who responded said the team they work in has a set of shared objectives with 63% saying the team they work in often meets to discuss the team’s effectiveness and 53% said they take time out to reflect and learn. However, 23% of respondents are saying their team do not meet to discuss the team’s effectiveness and 24% feel they do not take time out to reflect and learn.
- 68% of respondents said they feel valued by their team and 84% feel able to ask other members of this team for help when they require it. 75% of respondents feel able to speak up in their team if they noticed poor or incorrect practice.

## Line management

Q48 My immediate manager (line manager) encourages me at work.
Q49 My immediate manager (line manager) gives me clear feedback on my work.
Q50 My immediate manager (line manager) asks for my opinion before making decisions that affect my work.
Q51 My immediate manager (line manager) takes a positive interest in my health and well-being.
Q52 My immediate manager (line manager) values my work.
Q53 My immediate manager (line manager) works together with me to come to an understanding of problems.
Q54 My immediate manager (line manager) is interested in listening to me when I describe challenges I face.
Q55 My immediate manager (line manager) recognises the importance of staff emotional wellbeing.

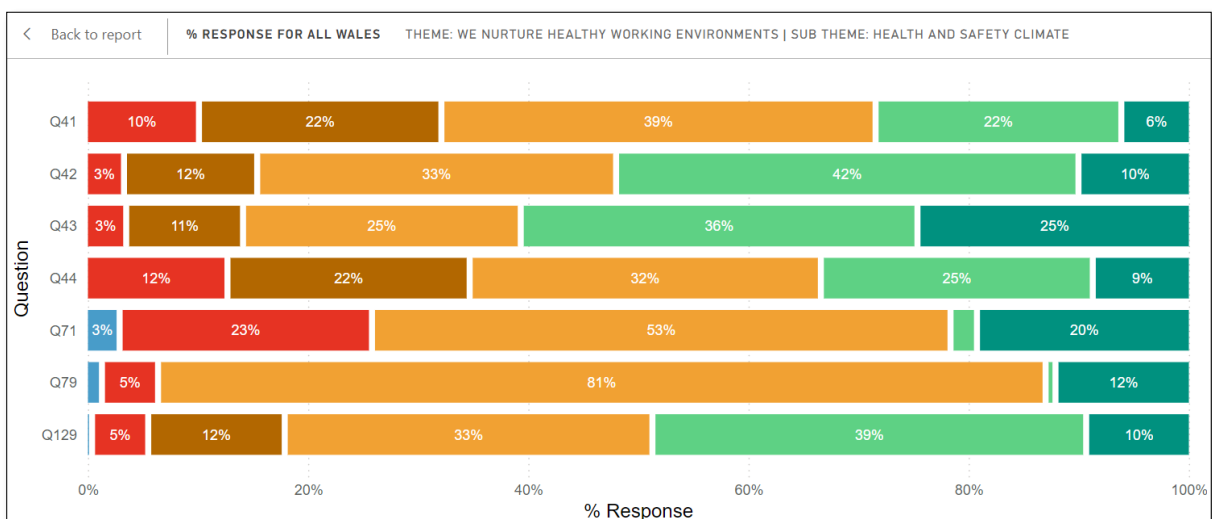
Q56 My immediate manager (line manager) takes effective action to help me with any problems I face.



- When looking at the role of line managers, the respondents scored mostly positively with a range of 59% - 68%. However, there was also negative scoring with a range of 11% - 25% where respondents did not feel supported.
- The most positive score was received when respondents were asked if their line manager values their work, whilst the most negative score was received when respondents were asked whether their line manager asks for their opinion before making decisions that affect their work.

**People Commitment 5. We nurture healthy working environments.**

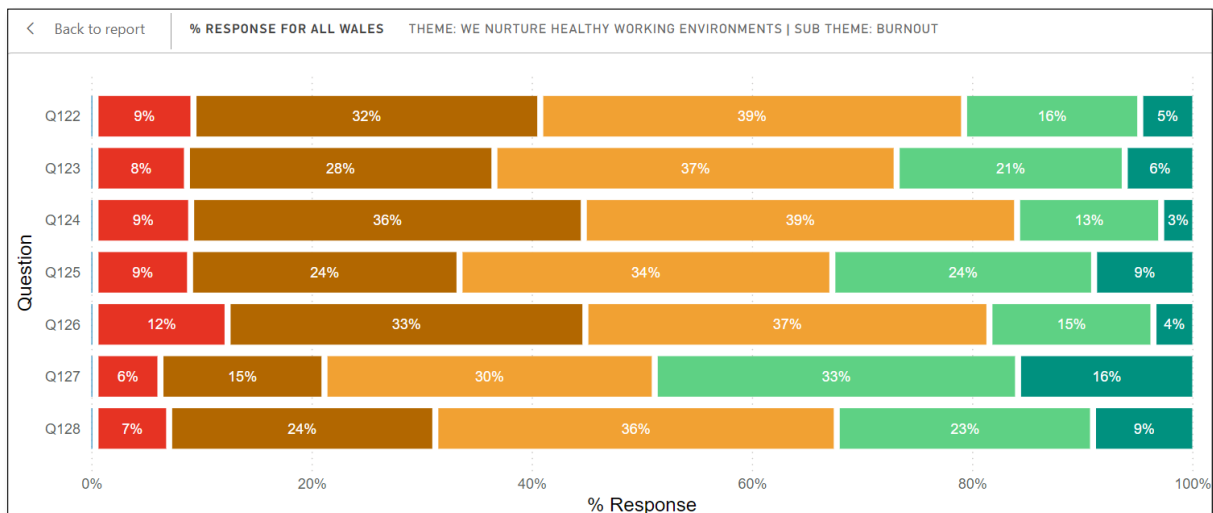
**Health and safety climate**



- 32% of respondents felt they have unrealistic time pressures, whilst 39% reported they sometimes felt they have unrealistic time pressures.
- 52% of staff have reported that they are able to meet all the conflicting demands on their time at work whilst 15% felt they are not able to.
- 34% of the respondents said that there are enough staff at their organisation for them to do their job properly, however an equal amount of respondents (34%) respondent there are insufficient

## Burnout

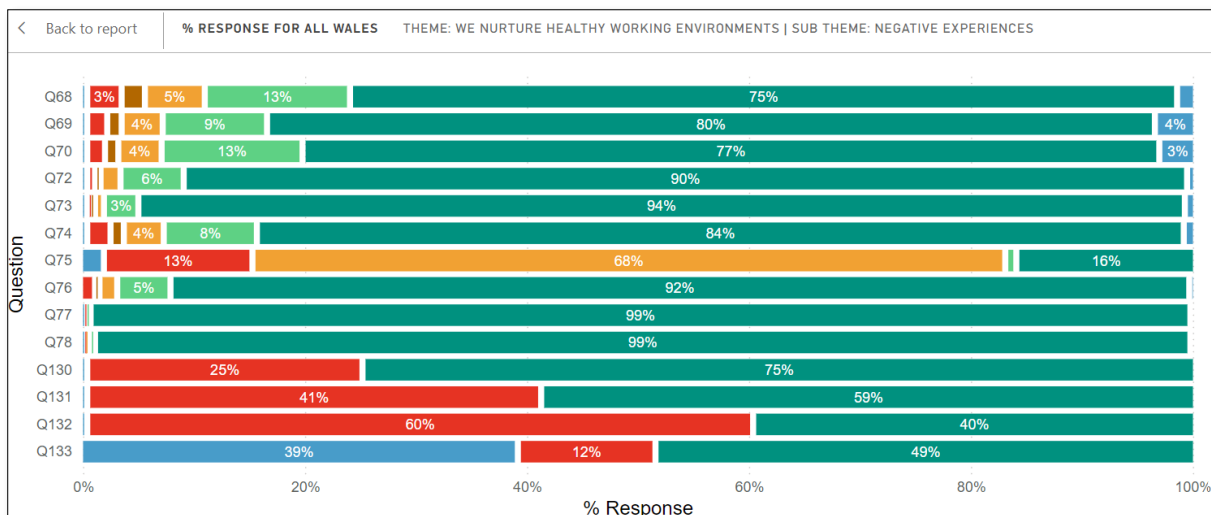
Q122 How often, if at all, do you find your work emotionally exhausting?
Q123 How often, if at all, do you feel burnt out because of your work?
Q124 How often, if at all, does your work frustrate you?
Q125 How often, if at all, are you exhausted at the thought of another day/shift at work?
Q126 How often, if at all, do you feel worn out at the end of your working day/shift?
Q127 How often, if at all, do you feel that every working hour is tiring for you?
Q128 How often, if at all, do you not have enough energy for family and friends during leisure time?



- 41% of those who responded said that they “often” or “always” find their work emotionally exhausting, whilst 39% said they “sometimes” do.
- 36% said that they “often” or “always” feel burnt out because of work, whilst 37% said it was sometimes associated with work.
- 45% of those who responded said that they “often” or “always” feel worn out at the end of their working day/shift.

## Negative experiences

Q68 In the last 12 months how many times have you personally experienced harassment or bullying at work from patients/service users, their relatives, or other members of the public?
Q69 In the last 12 months how many times have you personally experienced harassment or bullying at work from managers/team leaders?
Q70 In the last 12 months how many times have you personally experienced harassment or bullying at work from other colleagues?
Q72 In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? This may include offensive or inappropriate sexualised conversation (including jokes), touching or assault from patients/service user
Q73 In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? This may include offensive or inappropriate sexualised conversation (including jokes), touching or assault from staff/colleagues?
Q74 In the last 12 months how many times have you personally experienced abuse at work from patients/service users, their relatives, or other members of the public?
Q75 The last time you experienced abuse at work (work from patients/service users, their relatives, or other members of the public) did you or a colleague report it?
Q76 In the last 12 months how many times have you personally experienced physical violence at work from patients/service users, their relatives, or other members of the public?
Q77 In the last 12 months how many times have you personally experienced physical violence at work from managers/team leaders?
Q78 In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?
Q130 In the last 12 months, have you experienced musculoskeletal problems (MSK) as a result of work activities?
Q131 During the last 12 months have you felt unwell as a result of work-related stress?
Q132 In the last three months have you ever come to work despite not feeling well enough to perform your duties?
Q133 Have you felt pressure from your manager to come to work?



The following percentage of staff reported experiencing at least one incident of physical violence in the last 12 months:

- 7.6% from patients/service users, their relatives or other members of the public.
- 1.02% from managers and work colleagues.

The following percentage of staff experienced at least one incident of harassment, bullying or abuse in the last 12 months:

- 16.21% from managers.
- 19.39% from colleagues.
- 23.69% from patients/service users, their relatives or members of the public.

The following percentages of staff experienced unwanted behaviour of a sexual nature in the workplace:

- 8.6% from patients/service users, their relatives, or members of the public
- 4.6% from managers and work colleagues
- 41% of respondents have reported that during the last 12 months they have felt unwell as a result of work-related stress. With 60% saying, in the last three months they have come to work despite not feeling well enough to perform your duties, of which 12.4% felt pressure by their manager to come to work.

## People Commitment 6: We champion flexible working.

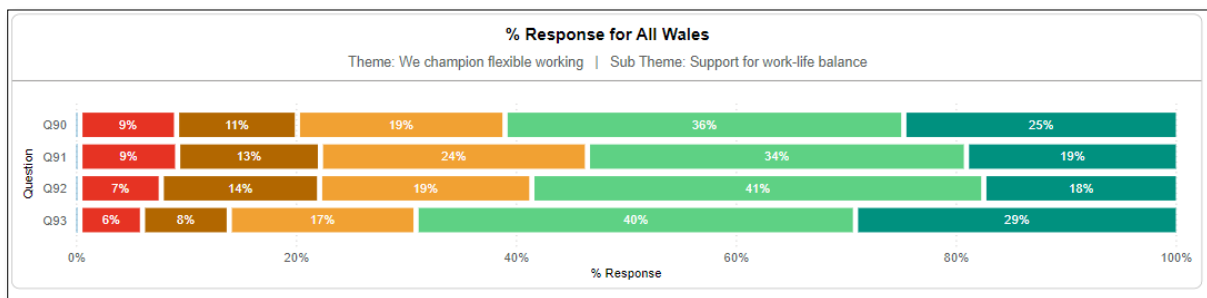
### Support for work-life balance

Q90 I am satisfied with the opportunity for flexible working patterns.

Q91 My organisation is committed to helping me balance my work and home life.

Q92 I achieve a good balance between my work life and my home life.

Q93 I can approach my immediate manager (line manager) to talk openly about flexible working.



- 59% of those who responded said they feel they have achieved a balance between their work and home life, although 21% do not feel they have.
- 53% of those who responded said their organisation is committed to helping them balance their work and home life, whilst 22% do not agree. 69% of respondents have said that they can approach their line manager to talk openly about flexible working.

## People Commitment 7: We are continuously learning and improving

### Development

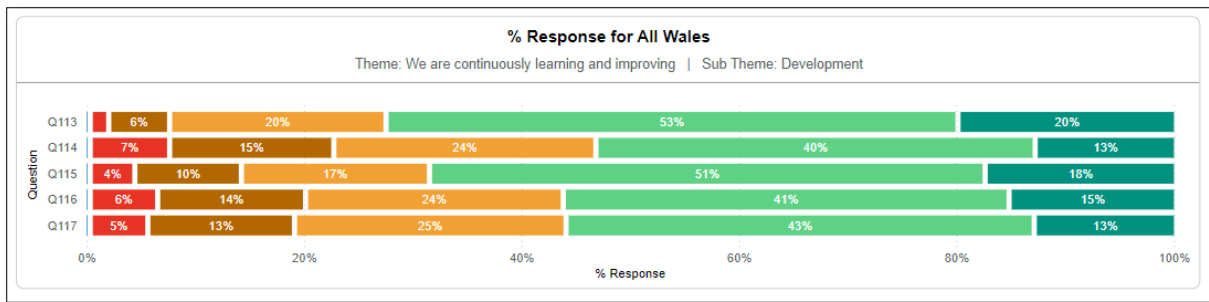
Q113 This organisation offers me challenging work.

Q114 There are opportunities for me to develop my career in this organisation.

Q115 I have opportunities to improve my knowledge and skills.

Q116 I feel supported to develop my potential.

Q117 I am able to access the right learning and development opportunities when I need to.



- 69% of those who responded said that there are opportunities for them to develop their knowledge and skills in the organisation, whilst 53% are saying there are opportunities for them to develop my career in this organisation.
- 22% there are no opportunities for them to develop my career in this organisation.
- 56% of respondents are saying that they feel supported to develop their potential however 20% of respondents do not feel supported.

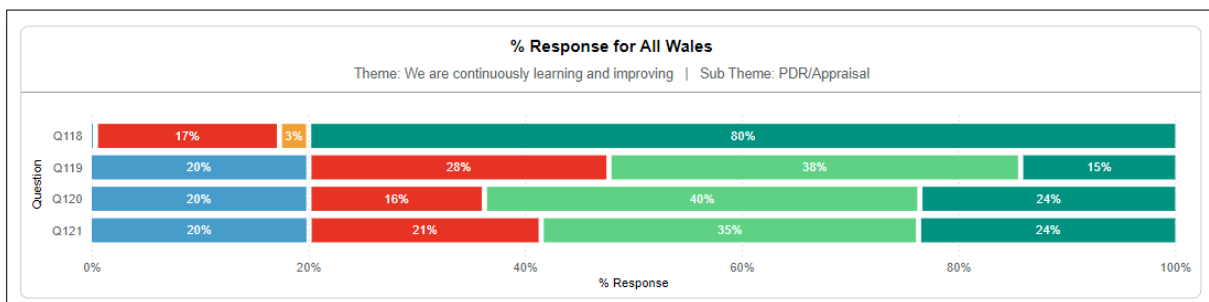
## PDR/Appraisal

Q118 In the last 12 months, have you had an appraisal, PADR, annual review or development review?

Q119 It helped me to improve how I do my job.

Q120 It helped me agree clear objectives for my work.

Q121 It left me feeling that my work is valued by my organisation.



80% of those who responded said that they have had an appraisal, PADR, annual review or development review in the last 12 months, however 17% said they have not.

Of those who had one, only

- 15% said it had definitely helped them to improve how they did their job.
- 23.8% said it helped them agree clear objectives for their work.
- 23.9% said it left them feeling that their work is valued by their organisation.

## Theme 1: Staff Engagement

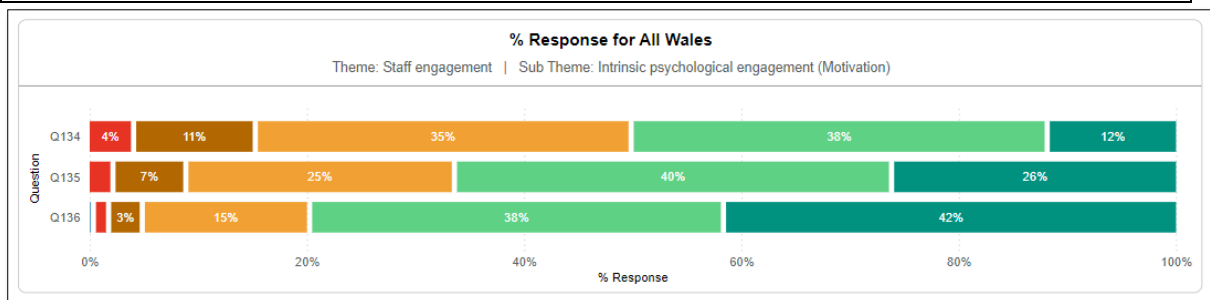
There was an overall reduction in staff engagement in NHS Wales between 2020 and 2023 of 2%.

### Intrinsic Psychological Engagement (Motivation)

Q134 I look forward to going to work.

Q135 I am enthusiastic about my job.

Q136 I am happy to go the extra mile at work when required.

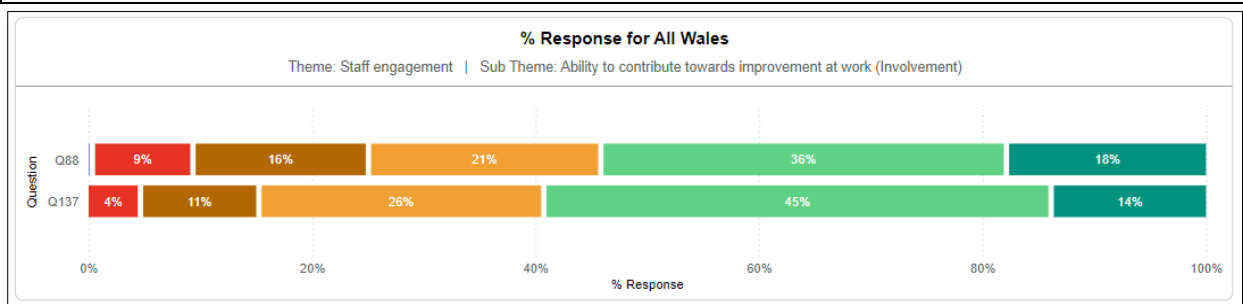


- 80% of respondents said they are happy to go the extra mile at work when required, whilst 66% responded they are enthusiastic about their job.
- 50% say they look forward to going to work.

### Ability to contribute towards improvements at work (Involvement)

Q88 I am involved in deciding on changes introduced that affect my work area/team/department.

Q137 I am able to make improvements in my area of work.

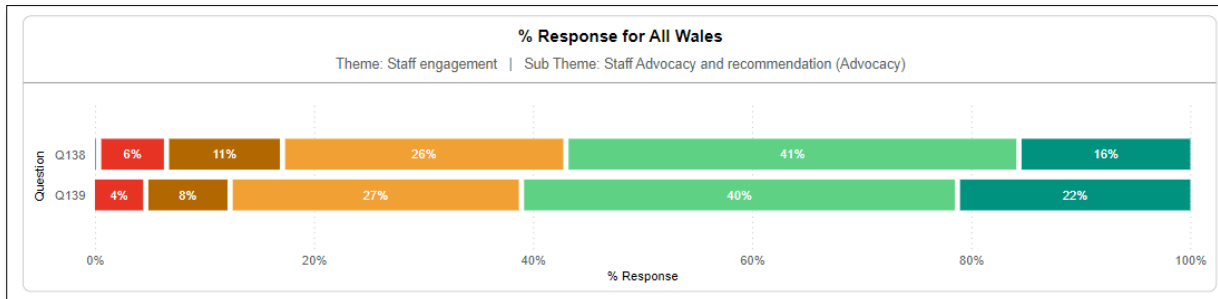


- 59% of respondents say they are able to make improvements in their area of work, 54% said they are involved in deciding on changes introduced that affect their work area/team/department.

## Staff advocacy and recommendation

Q138 I would recommend my organisation as a place to work.

Q139 I am proud to tell people I work for my organisation.



- 62% of respondents are proud to tell people they work for their organisation
- 57% would recommend their organisation as a place to work.

## Theme 2: Morale

### Thinking about leaving

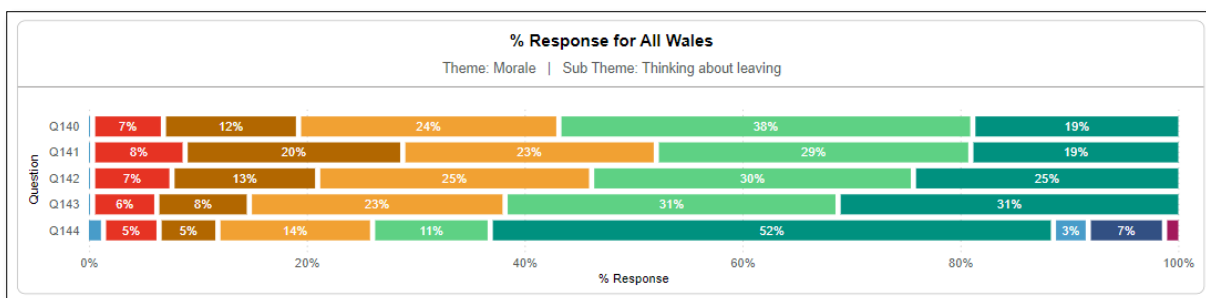
Q140 I am satisfied in my current role and intend to remain in it for the foreseeable future.

Q141 I often think about leaving this organisation.

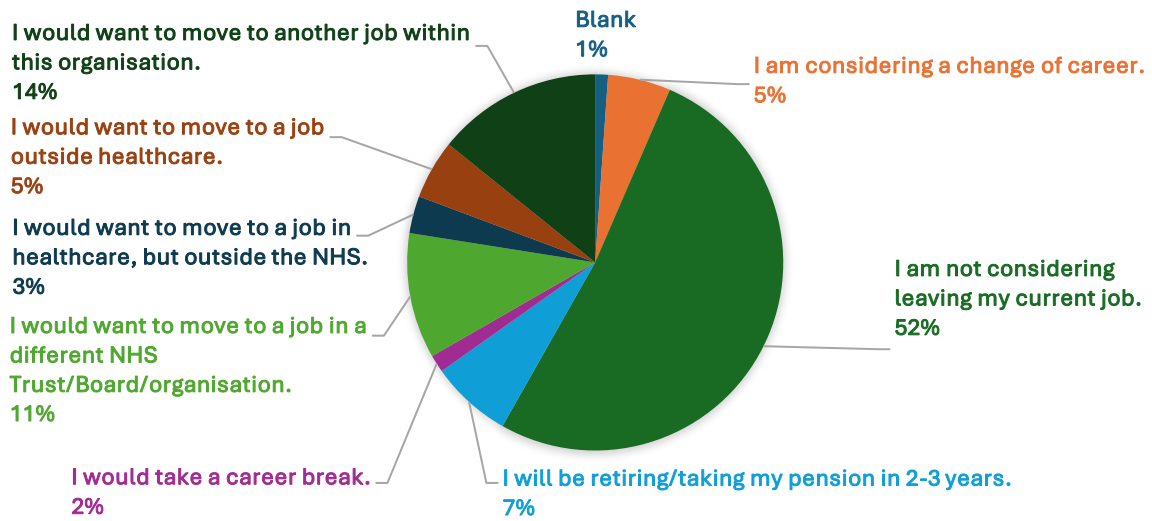
Q142 I will probably look for a job at a new organisation in the next 12 months.

Q143 As soon as I can find another job, I will leave this organisation.

Q144 If you are considering leaving your current job, what would be your most likely destination? Please only select one answer.



Q144 If you are considering leaving your current job, what would be your most likely destination? Please only select one answer.



## Work pressure

Q42 I am able to meet all the conflicting demands on my time at work.

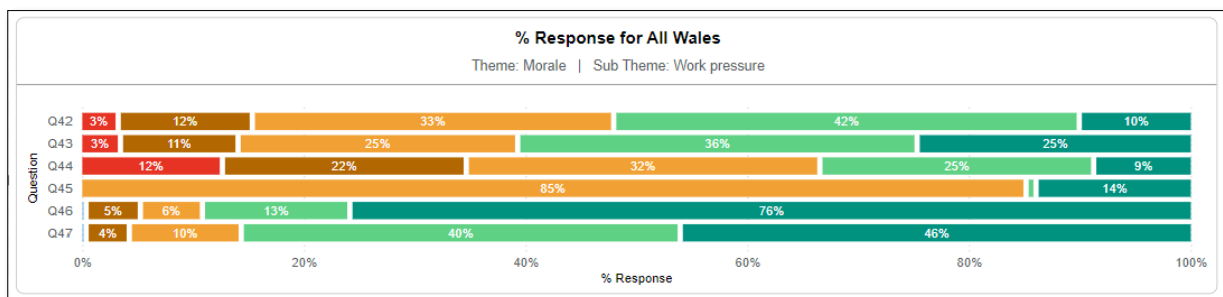
Q43 I have adequate supplies, materials and equipment to do my work.

Q44 There are enough staff at this organisation for me to do my job properly.

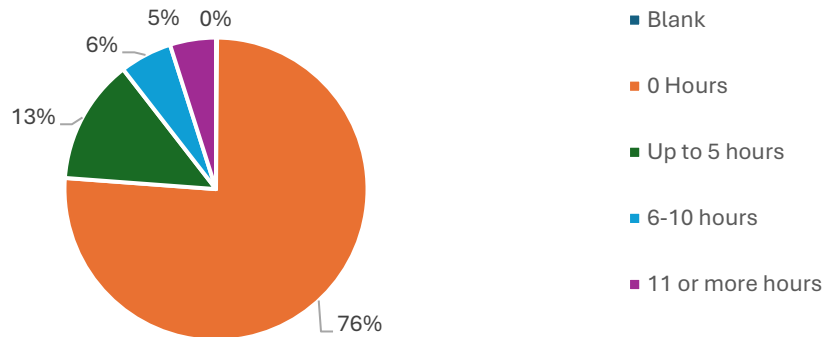
Q45 How many hours a week are you contracted to work?

Q46 On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? Please include paid overtime, bank shifts, and additional paid hours on-call.

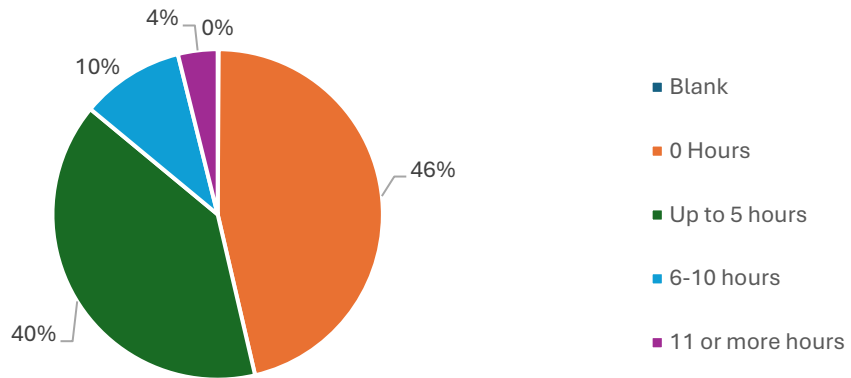
Q47 On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? Please include unpaid overtime and additional unpaid hours on-call.



**Q46 On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? Please include paid overtime, bank shifts, and additional paid hours on-call.**



**Q47 On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? Please include unpaid overtime and additional unpaid hours on-call.**



**Theme 3: Patient Safety**

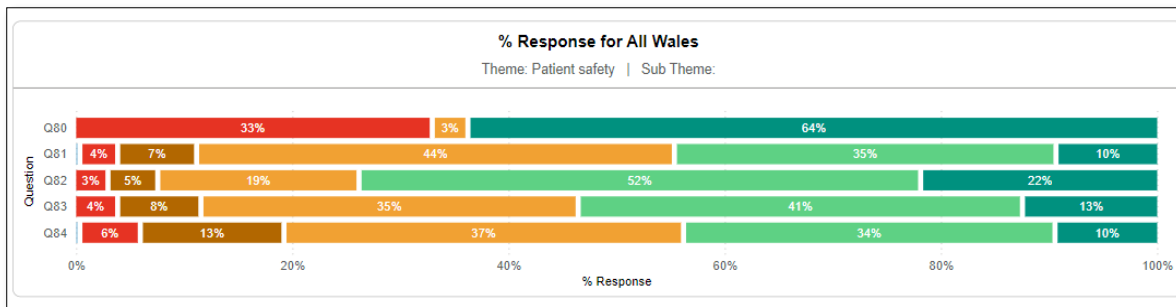
Q80 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?

Q81 My organisation treats staff who are involved in an error, near miss or incident, fairly.

Q82 My organisation encourages us to report errors, near misses or incidents.

Q83 When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.

Q84 We are given feedback about changes made in response to reported errors, near misses and incidents.



## 7. CONCLUSION

This is the first national report on staff survey results for NHS Wales and provides the baseline report for future surveys which will be undertaken on an annual basis. The data that is collected through this process is of substantial value. This consistent evidence-based question set will enable longitudinal monitoring of trends and improvements and comparisons with other parts of the UK. The national data will be used to support national action planning, to address the areas under challenge and drive improvement in those areas. This work is already underway and there will be a Staff Survey – National Response Update published in the Autumn.

Individual organisations are reviewing their own results and identifying areas for improvement locally. However, there is a vast amount of data available and not all issues will be addressed in this initial cycle. Organisations are therefore taking a pragmatic approach by triangulating this with local survey data and national surveys such as the GMC National Training Survey in order to drive initial progress on a limited number of priority areas.

Going forward this data will be invaluable in underpinning the commitment to the development of compassionate cultures and compassionate leadership in NHS Wales which is critical to staff experience and safety and quality of care for patients. The data has also been used to inform the first reports on the Workforce Race Equality Standard which have recently been issued to organisations by Welsh Government requesting responses by September.

The process of undertaking the first cycle has been a collective effort by HEIW, NHS organisations and the Welsh Partnership Forum and has provided rich learning that will help improve the survey process and the response rate next time. The next NHS Wales Staff Survey is set to go live in October 2024.