

<b>Meeting title:</b>	Trust Public Board	<b>Paper O</b>
<b>Date of the meeting:</b>	6 October 2022	
<b>Title:</b>	UHL NHS Staff Survey	
<b>Report presented by:</b>	Clare Teeney Chief People Officer	
<b>Report written by:</b>	Clare Teeney and Linsey Milnes Head of Staff Health and Wellbeing and Engagement	

<b>Action – this paper is for:</b>	Decision/Approval		Assurance	x	Update	x
<b>Where this report has been discussed previously</b>	Updated Report Board of Directors July 2022 and People and Culture Sub Committee August 2022					

<b>To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which</b>
<p>This report provides an update to the commitments we made to colleagues in response to the last staff survey. Our commitments and progress against them provide assurances that we are listening to colleagues and will continue to work together to respond to their feedback. Our strategic workforce theme is; to look after our people, develop workforce capacity and capability and a compassionate and inclusive culture. The actions in response to feedback from colleagues are aimed at improving the experience of everyone working at UHL and creating an inclusive culture. These responses help mitigate the following workforce risks:</p> <ul style="list-style-type: none"> <li>- Failure to recruit and retain a diverse workforce</li> <li>- Failure to implement and agile workforce</li> <li>- Failure to build a compassionate culture</li> </ul>

<b>Impact assessment</b>
<p>This report provides an update on the commitments that were made in response to findings from the 2021 NHS Staff Survey and acknowledges some of the issues that were raised which will take time to improve. The report also provides an update on the 2022 NHS Staff Survey.</p>

<p>Acronyms used:          UHL – University Hospitals of Leicester          E&amp;F – Estates and Facilities</p>
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### **Purpose of the Report**

The purpose of this report is to provide an update on the commitments that have been given in response to the NHS Staff Survey results from 2021 and the delivery plans for the 2022 NHS Staff Survey. The report also recognises some of the challenges we have in addressing some of the issues raised by colleagues, which will take time to change.

## **Recommendations**

The Board are recommended to:

- Receive the update on the 2021 NHS Staff Survey commitments and to be assured that these are progressing
- Acknowledge the implementation plan for this year's NHS Staff Survey
- Acknowledge that some of the issues raised by colleagues are harder to address and will take time to change

## **Main Report**

The national survey provides an opportunity for all our colleagues to provide anonymous and honest feedback about what it is like to work at UHL. Between September and December 2021 the National Staff survey was open to 16,122 colleagues at UHL. Our response rate was 45% (7271) which is the highest response rate we have had. This response rate compared well to the previous year which was 33%. The 2021 response rate was however still lower than the national average 52%. In terms of other key indicators we also received the following feedback:

I would recommend my organisation as a place to work:

	2020	2021	Change
Best	84.0%	77.6%	-6.4%
Average	67.0%	58.4%	-8.6%
UHL	65.7%	55.5%	-10.2%
Worst	46.5%	38.5%	-8.0%

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

	2020	2021	Change
Best	91.7%	89.5%	-2.2%
Average	74.3%	66.9%	-7.4%
UHL	71.4%	62.8%	-8.6%
Worst	49.7%	43.6%	-6.1%

We were grateful to colleagues who took the time to complete the survey and are committed to acting on feedback from colleagues. In response to what we heard the Executive Team committed to improving the lived experience for all colleagues at UHL. These commitments have been shared with colleagues across UHL and this paper is to provide an update on progress to date.

*Our Commitments and progress against them*

<p>Improve your car parking experience.</p>	<ul style="list-style-type: none"> <li>• Options appraisal to explore car parking options at the LRI</li> <li>• Enhanced Car Park security and safety measures implemented from October</li> <li>• Work progressing to relaunch the Orbital Bus service which serves the LGH and GH (service going electric)</li> <li>• Expanding Hopper Service routes based on positive feedback received</li> <li>• Refresh of the current car park permit system is underway</li> <li>• Working with two train companies for partnership opportunities to provide reduced NHS travel rates</li> <li>• Additional 100 car parking spaces allocated at County Hall for colleagues working at Glenfield Hospital</li> </ul>
<p>Improve our on call rooms.</p>	<ul style="list-style-type: none"> <li>• Simplified booking system implemented with positive feedback</li> <li>• Proposals for major refurbishment at Jarvis are progressing</li> <li>• Two On Call rooms have been allocated at the LRI. We are currently in the process for having the rooms cleaned and small repairs being undertaken</li> <li>• A further review of rest facilities is progressing</li> </ul>
<p>Improve our catering facilities</p>	<ul style="list-style-type: none"> <li>• Retail catering to support Trust Flu vaccination programme - £3.50 meal deal offered with every flu jab</li> <li>• Plant Kitchen Vegan Pop Up Days at the LGH &amp; GGH will be as follows - LGH 22 September GGH 22 October - date yet to be finalised - supports sustainability and the green agenda</li> <li>• Reduced price meal options and meal deal introduced</li> <li>• Reduced meal prices for Children and families during school holidays</li> <li>• Launched shift leader mobile phone to support the restaurant food banks</li> <li>• Two members of the team booked on to the NHSSC Chefs Academy in Birmingham</li> </ul>
<p>Review space utilisation and allocation.</p>	<ul style="list-style-type: none"> <li>• Trust wide Space Audit completed, report to be finalised</li> <li>• The exercise has shown up only small areas of currently available space at LGH and GH with virtually none at LRI, but that in some areas that the space can be used more efficiently. We will need to carefully consider where teams can be consolidated into smaller spaces or space swaps can be arranged so that the space can be used more effectively</li> </ul>
<p>Further invest in modernising and improving our Wi-Fi and IT.</p>	<ul style="list-style-type: none"> <li>• We have implemented a 'bus route' service where IT colleagues visit key areas to a published schedule, to resolve issues</li> <li>• Deployed or upgraded ipads, iphones, laptops, monitors, printers and desktop PCs</li> <li>• Completed 4 upgrades to improve reliability and performance of our telephony, wifi and networking infrastructure</li> <li>• Added 10 new wifi access points in areas identified as suffering from poor coverage</li> <li>• Updated our Imprivata single sign on software to improve speed</li> </ul>

	<p>of login to eDesktop</p> <ul style="list-style-type: none"> <li>• Added a new multi factor authentication system to replace our old Swivel PIN setup for colleagues connecting from off site</li> <li>• Placed orders with our supplier for the upgrading of our internet connections with the aim of improving speeds of patient and staff wifi</li> <li>• Defined an approach for additional IT equipment to be made available for colleagues working from home regularly</li> <li>• Trialled a desk booking system to determine suitability for use across the trust in support of agile working</li> </ul>
<p>Call out poor behaviour and no longer accept this.</p>	<ul style="list-style-type: none"> <li>• Active bystander training has launched with internal Sponsors identified and development of role ongoing; 3 Areas of focus for pilot (People Services, ITAPS and Corporate Nursing); Dates for training to commence mid-October</li> <li>• Diversifying Leadership Programme agreed with key focus on Nursing, Midwifery and AHPs.</li> </ul>
<p>Launch a new Health and Wellbeing offer</p>	<ul style="list-style-type: none"> <li>• Compassion Fatigue training for frontline colleagues running every month with 88 trained in the first three months</li> <li>• Schwartz Rounds supported by Executive and senior team attendance</li> <li>• Non-visible disability working group meeting to address themes raised at listening events</li> <li>• Tobacco dependence support for colleagues launching in October</li> <li>• Winter Support Programme commences October – equipping colleagues to support their peers</li> <li>• Flu vaccinations and Covid Booster Vaccinations deployed for colleagues</li> </ul>
<p>Make it easier to recruit people – it takes too long at the moment.</p>	<ul style="list-style-type: none"> <li>• Participating in Overhauling Recruitment Practices Sprint Work led by NHS England - involvement in first 'sprint' - focussing on Attraction - focussed work between mid September - October/November 2022</li> <li>• Focus groups for September new starters will be held in October. Meetings have been held app development companies to explore pre start date welcoming onboarding material. Benefits booklet has been drafted and consulted on.</li> <li>• External review of our processes and system has been undertaking including for ESR. Implementation of recommendations and changes has commenced</li> </ul>
<p>Launch a new long service scheme.</p>	<ul style="list-style-type: none"> <li>• Revised proposals to long service recognition after 5 years will commence from January 2023</li> </ul>
<p>Further support our staff networks and the diversity of our leadership teams will increase.</p>	<ul style="list-style-type: none"> <li>• The Cultural Competency programme and developing diverse leadership programme has been launched.</li> <li>• Executive meetings with the Staff Network Chairs have commenced</li> <li>• We will continue to work in partnership across LLR to develop</li> </ul>

	and encourage staff engagement, development and progression such as the reverse mentoring programme, developing diverse leadership programme.
Strengthen the voice of administrative and clerical colleagues.	<ul style="list-style-type: none"> <li>• An action plan has been agreed following listening events, with further listening events to be held in late 2022 and in 2023. The next events will be focussed on IT and digital, including our Director of IT. Further actions include a review of Microsoft 365</li> <li>• Admin and Clerical monthly recognition award launched in September</li> <li>• HELM has had appropriate courses uploaded to it under the new Staff Development; Administration Staff category. Festival of Learning has been run to support a range of staff, including admin, to access short sessions/CPD. Kickstart celebration event for admin students complete</li> </ul>
Ensure that the senior leadership team are more visible.	<ul style="list-style-type: none"> <li>• Weekly Chief Executive Friday Focus for all staff</li> <li>• Monthly Leadership Huddles</li> <li>• Frequent Executive Walkarounds to clinical areas and support services</li> <li>• Executive visits to all re-located wards</li> </ul>
We will help support the financial wellbeing of our colleagues.	<ul style="list-style-type: none"> <li>• Food Banks established</li> <li>• Extension to Kids for a quid initiative to cover all school holidays after receiving positive comments from staff and the patient community, underpinned by the national Guardian newspaper Also working on a revised improved lunch menu and a breakfast offer ready for the Christmas Holidays</li> <li>• Meeting with Neely Mozawala the Founder of the No Hungry NHS Staff Campaign. Neely has been very complimentary about the steps that the UHL E&amp;F have taken thus far to support its staff well-being and she will be sharing the Kids for a £1 and food bank initiatives with our peers</li> <li>• NHS Health &amp; Wellbeing for Employees Nationally are looking to do a case study on the UHL</li> <li>• Roll-out of vouchers to support colleagues facing financial hardship impacted on by children returning to education</li> </ul>

We have made a commitment to support colleagues with the **rising cost of living** and are committed to our **moral responsibility** to do this. The responses above identify some of the actions we have taken to support this centred around key themes including; food, energy and transport. We recognise that paying people accurately and on time and enabling people to work flexibility is even more significant during this time. We have taken action to address this and will continue to prioritise this work. To date our approach on the timeliness and accuracy of pay and flexible working has not been good enough. We are sorry for the unnecessary distress and impact this has had on our colleagues and we will improve it.

We will continue to progress the priorities above and will develop these as we receive continuous feedback from colleagues.

## **Longer term challenges**

We acknowledge that not all aspects of a colleague's lived experience at work can be improved quickly and that there are some commitments that are being worked on that will take more time to change. **We also know that the experience of colleagues across the Trust is not equitable.** Our staff survey last year showed that the experience of our BAME colleagues and disabled colleagues was worse. This is of significant concern to us and is something that we are committed to improving. Some of these are detailed below:

### ***Improve your car parking experience***

A car park strategy group has been set up, chaired by the Chief Executive and some progress has been made against increasing the number of car parking spaces for colleagues with an additional 100 spaces at County Hall for those working at Glenfield Hospital. We are currently in discussions with the City Council regarding additional space in the City. Changes in travel 'behaviour' are also being promoted, such as the new ebike scheme with over 170 staff signing up for free yearly membership. The team are working with two main train companies for partnership opportunities on providing all NHS Staff free or reduced travel rates.

### ***Make it easier to recruit people***

We know that the recruitment process takes too long. We are aiming to fundamentally change our recruitment processes and improve the experience for candidates and recruiters. Many of our systems underpinning these processes are underused and/or outdated. We have commenced work to change this and this will be a priority area of work for us during 2023.

We are participating in Overhauling Recruitment Practices Sprint Work led by NHS England. The first 'sprint' will be focussing on Attraction and we will develop our approach with some focussed work on this over the coming months.

Focus groups for new starters will be held in October. Meetings have been held with app development companies to explore pre-start date welcoming on-boarding material. A benefits booklet has been drafted and will be consulted on.

We will also work with our Diversity Networks to introduce strengths/values based recruitment.

In addition to recruitment we recognise the importance of retention. During 2023 we will review our Salary Sacrifice offers and all of our HR procedures and practice.

### ***Reviewing space utilisation and allocation***

A Trust-wide space audit has been completed. The outcomes of this are being finalised and we will consult with colleagues on these.

## **2022 NHS National Staff Survey**

The anonymous survey went live on 26 September and will remain open until Friday 25 November.

### ***Support and Guidance***

- Survey Support Stations – to be held on the three main hospital sites, supported by People Services and the senior leadership team. iPads will be available for colleagues to complete their surveys at the station along with information on hand to support any questions or myth busting required. Selfie-boards promoting the two questions, ‘Would you recommend this trust as a place to work?’ and ‘Would you recommend this trust as a place to receive care?’
- A digital Managers’ support pack has been put together that contains FAQs and how to answer them, posters to promote the survey, myth busting sheet, email signatures – this will be promoted through central and targeted communications and is hosted on INsite
- Staff Side Colleagues are helping to support promotion

### *Incentives*

- An incentive of a coffee voucher will be available to those that visit the Survey Support Stations
- A weekly prize draw (drawn by Picker) with a £30 high street voucher
- Weekly presentation of the Staff Survey Cup for the CMG and Corporate/Support Service with the highest response rate that week
- Food hampers issued to Teams to say thank for completing the survey

### *Estates and Facilities colleagues*

- All colleagues in Estates and Facilities will receive a paper copy of the survey, this gives them the option via a QR code and a link to complete electronically if they wish
- A number of E&F colleagues are transferring to LPT in November and we want to receive their important feedback. We are supporting the opportunity for colleagues to complete the survey.

### *Bank Colleagues*

- Promotional materials targeted to Bank colleagues have been developed
- Text reminders will go out to Bank colleagues prompting them to check for their survey email

We want to encourage colleagues to complete the NHS Staff Survey this year. We hope that colleagues feel we have responded to feedback in a timely way where we have been able to and that we are being open and honest about the challenges that remain. This year we aim to further improve our overall response rate and that more colleagues identify UHL as a place they would recommend as a place to work and receive care.

We acknowledge that there is a lot for us to do at UHL and equally a lot for us to be proud of. Feedback from colleagues is important to ensure we focus on the things that matter to our People and our Patients.