

<b>Meeting title:</b>	Trust Public Board	<b>Public Trust Board paper J</b>
<b>Date of the meeting:</b>	7 July 2022	
<b>Title:</b>	UHL NHS Staff Survey 2021 – update on commitments	
<b>Report presented by:</b>	Joanne Tyler- Fantom	
<b>Report written by:</b>	Clare Teeney	

<b>Action – this paper is for:</b>	Decision/Approval		Assurance	x	Update	x
<b>Where this report has been discussed previously</b>	People and Culture Committee					

<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 an agile workforce</li> <li>- Failure to build a compassionate culture</li> </ul>

<b>Impact assessment</b>
This report provides an update on the commitments that were made in response to findings from the 2021 NHS Staff Survey.

<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.

**Recommendation**

The Board are recommended to:

Receive the update on the 2021 NHS Staff Survey commitments and be assured that these are progressing.

## **Main report detail**

Over 1.3 million NHS employees in England were invited to participate in the survey between September and December 2021. 280 NHS organisations took part, including all 217 trusts in England.

At UHL 16,122 people were eligible to complete the survey and 7271 chose to respond which equates to 45%. This is the highest response rate that we have had at UHL and compares positively to 33% that responded last year.

In response to what was heard from colleagues, 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*

Improve your car parking experience.	<ul style="list-style-type: none"> <li>• Free parking for all colleagues between 19:30 and 08:00</li> <li>• Free parking for disabled colleagues</li> <li>• Car park security/escorts will be in place during Autumn/Winter</li> <li>• Additional car parking has been sourced close to Glenfield Hospital to help reduce car park waiting lists</li> <li>• Parking notices and fines have been stopped</li> </ul>
Improve our on call rooms.	<ul style="list-style-type: none"> <li>• We have committed to providing a better provision of on call rooms for each of the main sites</li> <li>• A streamlined booking process for on call rooms will go live on August 1<sup>st</sup>. This will simplify booking arrangements.</li> <li>• Capital investment has been made to ensure on call rooms are fit for purpose. Design work and tendering has commenced. Work on site will commence in January 2023.</li> </ul>
Improve our catering facilities	<ul style="list-style-type: none"> <li>• We have safely reopened catering facilities across our sites</li> <li>• A served salad option is now available in our restaurants</li> <li>• Free fruit Friday's have been reintroduced</li> <li>• Additional charges for vegan milk have been removed</li> <li>• The diversity of our food continues to improve</li> <li>• 'Have your say' survey for colleagues, patients and visitors was launched in May and closed in June. The feedback is being assessed.</li> <li>• We have improved the information channels with colleagues – new notice boards/ message to Director</li> </ul>
Review space utilisation and allocation.	<ul style="list-style-type: none"> <li>• Working on ways to make it easier for people to access the space they need</li> <li>• A property census is being undertaken to determine where space can be made available/put to better use</li> </ul>
Further invest in modernising and improving our Wi-Fi and IT.	<ul style="list-style-type: none"> <li>• We have implemented a 'bus route' service where IT colleagues visit key areas to a published schedule, with the aim of resolving any issues</li> <li>• Deployed or upgraded 420 ipads, 332 iphones, 353 laptops, 449 monitors, 44 printers and 455 desktop PCs</li> </ul>

	<ul style="list-style-type: none"> <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 of login to eDesktop</li> <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 (aiming for implementations in September and December 2022)</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> <li>• Completed testing for the trust wide upgrade of internet explorer, which will be replaced with Edge by the end of June</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</li> <li>• Cultural Competency programme to be launched in July</li> <li>• Diversifying Leadership Programme agreed with key focus on Nursing, Midwifery and AHPs.</li> <li>• Lead Connect and Care Festival took place in June</li> </ul>
<p>Launch a new Health and Wellbeing offer</p>	<ul style="list-style-type: none"> <li>• Wellbeing conversations training has been launched</li> <li>• Face to face Schwartz Rounds have recommenced</li> <li>• ‘Coffee with a Colleague’ has been set up to support loneliness and provide peer support</li> <li>• Face-to-face Compassion Fatigue training for frontline colleagues starts in July</li> <li>• Amica Services have expanded and now include; <ul style="list-style-type: none"> <li>○ Increased specialised trauma support</li> <li>○ Reduced waiting time from 2 months to two weeks</li> <li>○ Increased the volume of staff that we see in 1-2-1 sessions by 20 %</li> <li>○ Ongoing weekly outreach support to frontline staff and areas highly impacted by COVID-19</li> <li>○ 24/7 phone support and access for staff and families to online health and wellbeing support</li> <li>○ Amica is now ethnically diverse in its staffing</li> <li>○ Upgraded staff assessments confirm an average reduction in client's anxiety and depression symptomology from 80% to 20%</li> <li>○ Remote and on site support</li> </ul> </li> <li>• Non-visible disability listening events took place in June</li> </ul>
<p>Make it easier to recruit people – it takes too long at</p>	<ul style="list-style-type: none"> <li>• Commenced a review of all transactional services including recruitment; we will speed up the processes, reduce paper forms</li> </ul>

the moment.	<p>and ensure we pay people accurately and on time</p> <ul style="list-style-type: none"> <li>• Commenced a review of bank and flexible staffing services to improve the bank offer and options for flexible working</li> </ul>
Launch a new long service scheme.	<ul style="list-style-type: none"> <li>• A plan is in place to recognise the service of colleagues at 5, 10 and 15 years. This will launch in July.</li> </ul>
Further support our staff networks and the diversity of our leadership teams will increase.	<ul style="list-style-type: none"> <li>• Director of Health Equality and Inclusion appointed</li> <li>• Women's network has launched</li> <li>• Inclusive Decision Making Framework embedded within the Hospital Reconfiguration Programme</li> <li>• LLR Reverse Mentoring Cohort 3 has commenced</li> <li>• Your Voice Collaboration workshops ran in May</li> <li>• Sessions held with the CEO and network chair to discuss network priorities and development.</li> <li>• Focused support started with networks, such as bespoke job hunt and 'Being interviewed' course</li> </ul>
Strengthen the voice of administrative and clerical colleagues.	<ul style="list-style-type: none"> <li>• Listening events for administrative and clerical colleagues will be held in July</li> <li>• A new Admin and Clerical monthly recognition award is being planned</li> <li>• We are promoting the range of development programmes available to administrative and clerical colleagues</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>• Regular Executive visits to challenged areas</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>• We are running a Wagestream pilot that starts in July which will enable colleagues on the Allocate system to draw down a percentage of their wages before pay day.</li> <li>• We have increased mileage rates for essential car users from 1 July 2022</li> </ul>

### Next Steps

We will continue to listen and act on feedback from colleagues. In addition to the activities outlined above, within the next three months we will:

- Introduce subsidised catering in our restaurants for UHL colleagues
- Review our salary sacrifice offers
- Improve our induction arrangements
- Work with our Diversity Networks to introduce strengths/values based recruitment
- Change our HR procedures focussing on Just and Restorative Culture
- Upgrade the oldest apple mobile devices and PCs
- Provide additional PCs, laptops, iPads, iPhones to support EPR rollout in clinical areas

- Replace 40 further wifi access points to improve performance
- Increase in our internet connection speed to improve wifi performance for patients and colleagues
- Distribute additional home working equipment
- Complete upgrades to Microsoft Office 365
- Improvements to PC and eDesktop logon speeds
- Improvements to out of hours IT support
- Finalise options with BT for improvements to mobile phone signal in areas of the trust where this is poor
- Updated IT engineer 'bus route' timetable and monitoring of impact to inform any future improvement

We will continue to progress on all the commitments we gave to colleagues.

Furthermore, we will continue to listen, receive feedback and work together to act on that feedback to improve the experience of everyone working at UHL. There remains a lot of work for us to do and this report provides assurance that we are making progress and are committed to doing this. There is a communication plan to support this report and we will communicate our progress to date with colleagues during July.