

<b>Meeting title:</b>	Public Trust Board	<b>Public Trust Board paper G</b>			
<b>Date of the meeting:</b>	13 April 2023				
<b>Title:</b>	UHL NHS Staff Survey 2022				
<b>Report presented by:</b>	Clare Teeney Chief People Officer				
<b>Report written by:</b>	Clare Teeney and Linsey Milnes Head of Health and Wellbeing and Staff Experience				
<b>Action – this paper is for:</b>	Decision/Approval		Assurance	x	Update
<b>Where this report has been discussed previously</b>	N/A				

**To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which**

No

**Impact assessment**

Upon receipt of all of our reports and data from Picker and the Staff Survey Coordination Centre, commitments to improvement will be made that will have a positive impact on our workforce.

Acronyms used:  
 UHL – University Hospitals of Leicester  
 CMGs – Clinical Management Groups

**Purpose of the Report**

The purpose of this report is to provide an update on the NHS Staff Survey results from 2022 and to provide assurance that commitments have been given in answer to key themes that have emerged.

**Recommendation**

The Board are recommended to:

- Receive the report on the 2022 NHS Staff Survey, acknowledging the improvement in our response rate and progress against some aspects.
- Acknowledge and be assured that there are four areas of commitment in response to the feedback.

**Summary**

This report provides the Board with a high-level summary of results and key themes that emerged from our NHS Staff Survey that was taken in October and November 2022.

- UHL achieved an overall survey response rate of 48% - our highest ever at UHL and 4% above the national average

- 55% would recommend UHL as a place of work. This figure has remained static compared to 2021
- 58% would be happy with the standard of care provided to a friend or loved one. This is a significant deterioration of 5 percentage points compared to 2021
- We have significantly improved in 27 survey areas, including work-life balance, appraisals and training. This is more areas than the average - Picker Trust improved in

The survey results have also been the focus of a separate Trust Board development session and formed the basis for discussion at the recent Leadership Time Out Day, to ensure collective oversight, ownership and development of next steps.

Last year the Trust responded to the survey results by focussing on thirteen priorities, this year we will making improvements against four:

**Recognition:** colleagues aren't satisfied with recognition at UHL. 2023 is time for a radical improvement in how we recognise and value colleagues.

**Inclusivity:** one person experiencing unfair treatment is one too many. We will challenge poor behaviour, celebrate diversity, and strengthen our mechanisms for reporting concerns.

**Support:** flexible working, better recruitment and consideration of health and wellbeing – the types of support you've said matter most.

**Equipped:** from ward equipment and staff areas, to IT, parking, and payroll - we need to get the basics right.

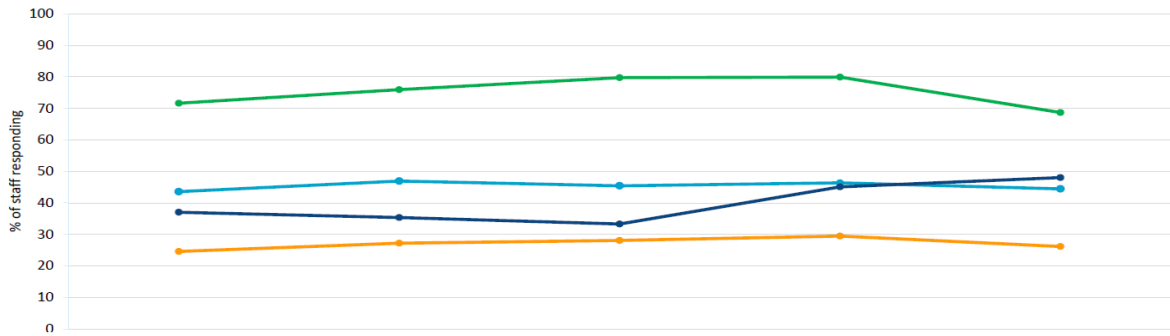
### Main report detail

#### *Introduction*

The 2022 NHS Staff Survey was open to all UHL employees from September to November 2022. UHL is part of the benchmark group 'Acute and Acute & Community Trusts' in which there are 124 organisations.

At UHL 16,674 people were eligible to complete the survey and 8012 chose to respond which equates to 48%; our highest response rate to date. Last year's response rate was 45%. We were also above average for the first time with the median response rate for our benchmark group at 44%.

Response rate



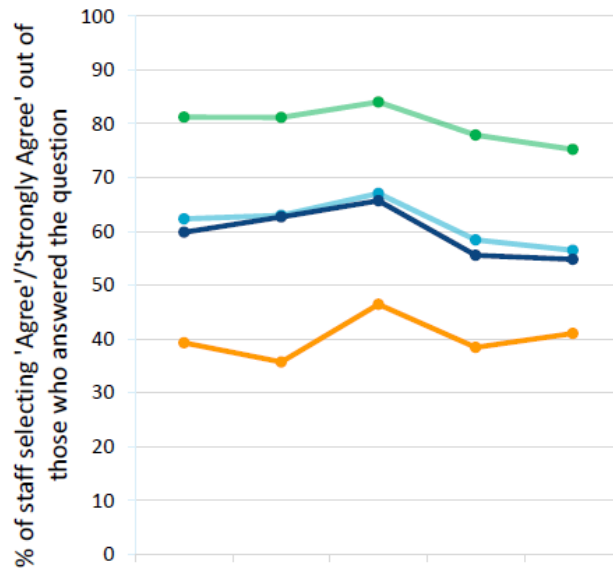
	2018	2019	2020	2021	2022
Your org	37.0%	35.4%	33.3%	45.1%	48.1%
Highest	71.6%	76.0%	79.8%	79.9%	68.7%
Average	43.6%	46.9%	45.4%	46.4%	44.5%
Lowest	24.6%	27.2%	28.1%	29.5%	26.2%
Responses	5448	5347	5130	7271	8012

## What are our colleagues telling us?

### Key Indicators

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

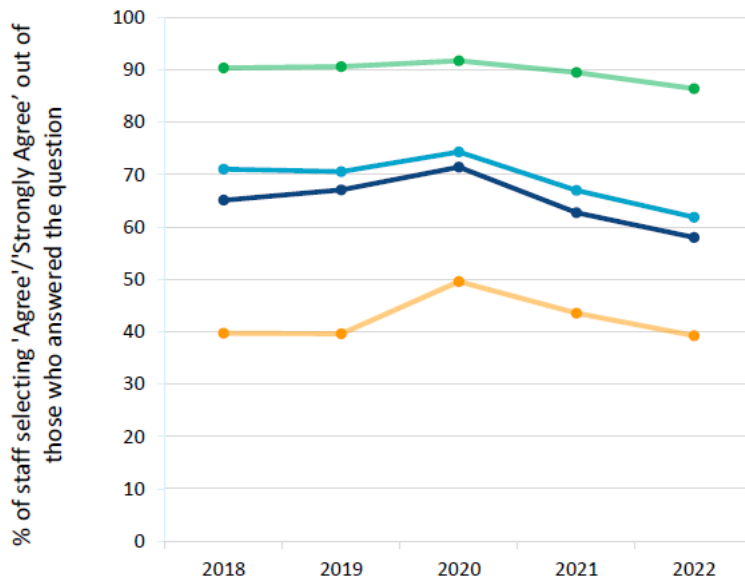
UHL remained static on this question scoring 55% compared to the national average which saw a deterioration in result from 55.6% in 2021 compared to 54.8% in 2022.



	2018	2019	2020	2021	2022
Your org	59.8%	62.7%	65.7%	55.6%	54.8%
Best	81.2%	81.2%	84.0%	77.9%	75.2%
Average	62.3%	63.0%	67.1%	58.4%	56.5%
Worst	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	5179	5171	5077	6787	7931

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

We have seen a significant decline in this question from 62.7% in 2021 to 58.0% in 2022. This is in line with the National trend for this question.



	2018	2019	2020	2021	2022
<b>Your org</b>	65.1%	67.1%	71.4%	62.7%	58.0%
<b>Best</b>	90.4%	90.6%	91.8%	89.5%	86.4%
<b>Average</b>	71.1%	70.6%	74.3%	67.0%	61.9%
<b>Worst</b>	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	5175	5144	5065	6781	7925

### Most improved scores compared to 2021

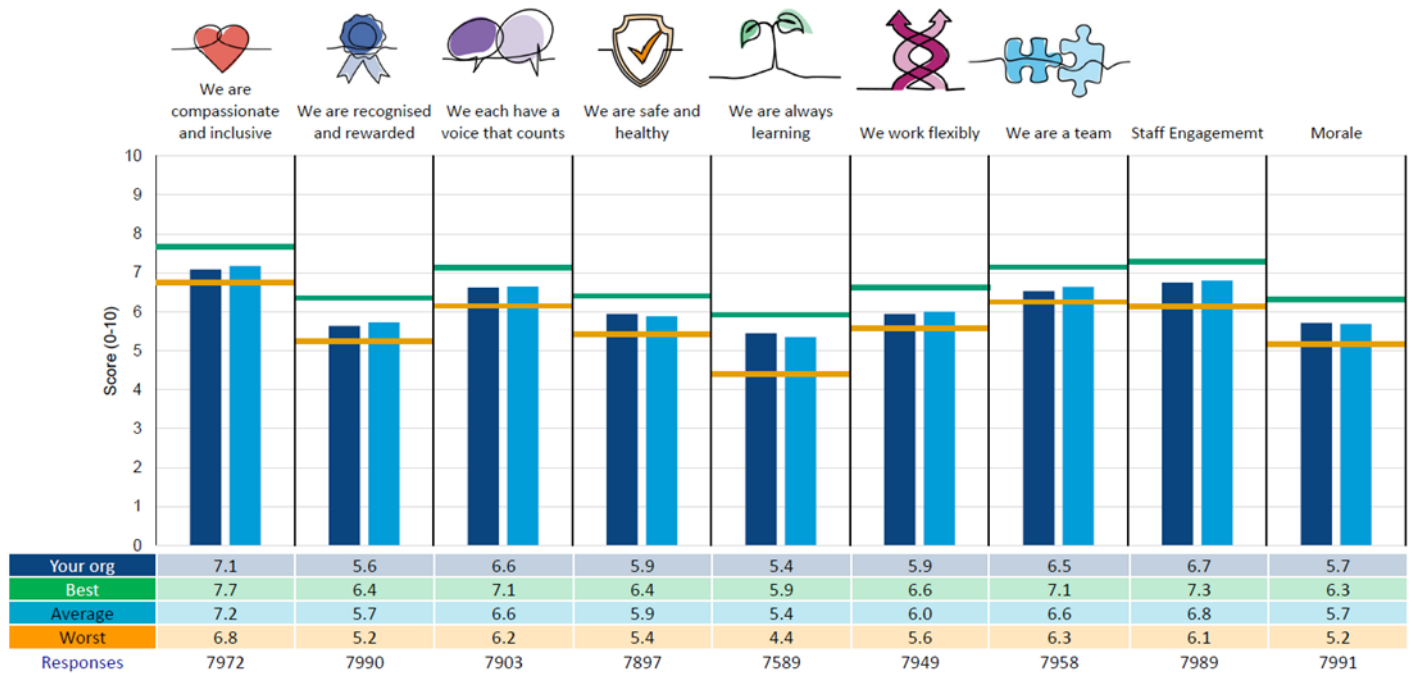
Most improved scores	2022	2021
q22d. Feel supported to develop my potential	54%	50%
q21b. Appraisal helped me improve how I do my job	23%	19%
q6b. Organisation is committed to helping balance work and home life	43%	39%
q22e. Able to access the right learning and development opportunities when I need to	55%	50%
q7b. Team members often meet to discuss the team's effectiveness	56%	52%

**Most declined scores compared to 2021**

Most declined scores	2022	2021
q4c. Satisfied with level of pay	25%	32%
q10b. Don't work any additional paid hours per week for this organisation, over and above contracted hours	59%	65%
q23d. If friend/relative needed treatment would be happy with standard of care provided by organisation	58%	63%
q13d. Last experience of physical violence reported	62%	65%
q19a. Would feel secure raising concerns about unsafe clinical practice	69%	72%

For the second time the survey questions were aligned with the NHS People Promise, which sets out in the words of NHS staff the things that would most improve their working experience. We have seen some historical improvement in some of the domains and are in line with national average scores, with work to do to reach higher performing organisations.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



People Promise elements	2021 score	2022 score	Statistically significant change?
We are compassionate and inclusive	7.1	7.1	Not significant
We are recognised and rewarded	5.7	5.6	Significantly lower
We each have a voice that counts	6.6	6.6	Not significant
We are safe and healthy	6.0	5.9	Not significant
We are always learning	5.3	5.4	Significantly higher
We work flexibly	5.8	5.9	Significantly higher
We are a team	6.5	6.5	Significantly higher
Staff Engagement	6.7	6.7	Not significant
Morale	5.7	5.7	Not significant

### Key themes and actions

Last year the Trust responded to the survey results by focussing on thirteen priorities, this year we will be making improvements against four:



**Recognised**

**#UHLRISE**

Whether it is long service or extra effort, we will radically improve how we recognise and value all colleagues.

**Included**

**#UHLRISE**

We should all be able to contribute equally. We will celebrate diversity, challenge poor behaviour, and strengthen our mechanisms for reporting concerns.

**Supported**

**#UHLRISE**

Flexible working, better recruitment and retention, and consideration of health and wellbeing. The types of support you said matter most.

**Equipped**

**#UHLRISE**

From ward equipment and communal areas, to IT, parking, and payroll - we will focus on getting the basics right. We need to make it easier for you to do your job well.

### Recognition

*“Every being at every level should feel valued irrespective of the magnitude of impact their role, responsibility, or capability.”*

Colleagues aren’t satisfied with recognition at UHL. 2023 is time for a radical improvement in how we recognise and value colleagues.

- The need for increased staffing and making UHL a place where colleagues want to stay to work.
- 58% often think about leaving the organisation with 44% planning on leaving
- 60% of staff are not satisfied with the extent to which the organisation values their work - how we recognise and reward colleagues plays a huge part in morale and in motivation and this needs to improve

### How are we responding?

- We will enhance our Long Service Awards - every 5 year milestone will be celebrated with pin badges, milestone cards, certificates and at 10 years, 20 years and every subsequent 5 year milestone there will be an afternoon tea event. Circa 1,500 colleagues will be invited to afternoon tea events per annum.
- We will develop our new Values Awards – replacing Caring at its Best Awards
- We will continue monthly restaurant offers – ensuring that colleagues have access to free and low-cost offers each month
- We will enhance our current recognition programme to include awards for Bank only colleagues, Estates and Facilities colleagues, AHPs and clinical support workers
- We will be recognising the service of SAS doctors and increasing annual leave accordingly

### Inclusivity

*“Anyone with a disability either visible or not should be treated the same and equal.”*

One person experiencing unfair treatment is one too many. We will challenge poor behaviour, celebrate diversity, and strengthen our mechanisms for reporting concerns.

- Whilst we saw a significant improvement in colleagues that feel the organisation respects individual differences, from 67% in 2021 to 69% in 2022, only 54% believe the organisation acts fairly regarding career progression / promotion, regardless of ethnic background gender, religion, sexual orientation, disability or age
- Only 43.8% said that they or a colleague reported the last time they experienced harassment, bullying or abuse at work

### How are we responding?

- We will deliver EDI Training that enhances knowledge and skills
- We will roll out reverse mentoring
- We will continue to roll out the Active Bystander programme
- We are developing a more diverse and inclusive Health and Wellbeing offer
- We will implement and embed ‘Just and Restorative Learning’ approaches to incidents and events
- We will enhance our Staff Networks programme, that will improve outcomes for diverse groups of colleagues

## Support

*“Flexible working isn't promoted to achieve work life balance and part time working impacts on career progression”*

Flexible working, better recruitment and consideration of health and wellbeing – the types of support you've said matter most.

- Only 51% of colleagues are satisfied with the opportunities for flexible working patterns
- Burnout – 35.5% find work emotionally exhausting (answering 'often' or 'always'); 35% often or always feel burnt out because of work; 47.2% often or always feel worn out at the end of work
- 42.1% have felt unwell during the last 12 months due to work-related stress, a reduction from last year (44%) and lower than the national average (45.1%)

### How are we responding?

- We will be improving our Staff Bank which will support flexibility
- We are revising the Sickness Absence Policy to support health and wellbeing
- We will improve support for in-work poverty and financial wellbeing
- We will develop support for colleagues having career conversations
- We have developed a new benefits booklet to be given to colleagues as part of their induction
- We will be supporting the set-up of local Health and Wellbeing Groups
- We will provide more support for our colleagues that are carers
- We will support colleagues with compassion fatigue
- We will streamline the process for internal candidates moving into different roles

## Equipped

*“The environment in which I am expected to work in is poor and not conducive to good or even adequate working conditions. Paint is peeling off the walls, its dirty, cold/hot season depending.”*

From ward equipment and staff areas, to IT, parking, and payroll - we need to get the basics right.

- 51.5% feel they have adequate materials, supplies and equipment to do their work
- Having access to IT equipment and Wi-Fi that work consistently and having the space to work and rest were themes in the free text comments along with somewhere to park and a safe place to keep possessions

### How are we responding?

- The big spring clean - an opportunity to:
  - Remove unwanted furniture, fittings or equipment



- Identify ward-level needs for replacement or repair – whether that's clinical equipment, such as scanners, or IM&T issues including broken phones
- Remove any out-of-date posters and identify requirements for refreshed material
- Review equipment needs in staff areas
- Rationalised and visible pay arrangements which ensure staff are paid accurately and on time
- We will complete the roll out of electronic pay for rostered areas
- We will improve facilities for those that cycle to work
- We will develop refresher Mandatory training for biennial/triennial packages
- ESR manager self-service to be rolled out to non-rostered areas

The actions above are not an exhaustive list and there will be more actions shared with colleagues throughout the year, demonstrating that we have listened to them about their experience of working at UHL. CMGs have their local response information and have been asked to look at how they can improve the experience of our colleagues against these four domains.