

Paper L

Meeting title:	Public Trust Board				
Date of the meeting:	14 December 2023				
Title:	NHS Staff Survey 2023				
Report presented by:	Clare Teeney, Chief People Officer				
Report written by:	Zoe Marsh, Deputy Chief People Officer Linsey Milnes, Head of Health and Wellbeing and Staff Experience				
Action – this paper is for:	Decision/Approval		Assurance	x	Update
Where this report has been discussed previously					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
BAF Reference 10 - Failure to recruit, retain, redesign and transform the workforce

Impact assessment

<p>Acronyms used: UHL – University Hospitals of Leicester CMGs – Clinical Management Groups CQI – Continuous Quality Improvement</p>

Purpose of the Report

The purpose of this report is to provide assurance and update on the 2023 Annual NHS Staff Survey.

Recommendation

Trust Board asked to note the content of this report.

Summary

This report provides an update on the 2023 NHS Staff Survey

- Engagement Scores
- Experience and Engagement Champions
- Post-survey timeline to embargo
- Post-survey engagement

Main report detail

Background

Research shows a direct correlation between staff experience and patient outcomes¹, therefore ensuring the best possible experience for our staff is one of the most important things for us to do as a Trust.

One of the key mechanisms to understand staff experience, is through the Annual NHS Staff Survey. The survey provides rich data on the lived experience of staff working in the NHS. The survey is one of the largest workforce surveys in the world and is carried out every year to improve staff experiences across the NHS. The survey is aligned to the NHS People Promise pillars².

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

Trust response rate

High response rates to the NHS Staff Survey are desirable because they are typically associated with highly representative data. The 2022 survey saw the Trust achieve its highest ever response rate to-date, of 44%, going above the national average for the first time. Our aim was to build further on this to ensure that colleagues' voices are represented and heard. The ambition for the 2023 NHS Staff Survey was to achieve a response rate of 60% and to again be higher than the national average.

The 2023 NHS Staff Survey launched on 25 September and was open for 9 weeks, closing on Friday 24 November. The validated Trust response rate for the 2023 NHS Staff Survey is **58%**³ and whilst the national average response rate is not yet known, we do know that the national average response rate for organisations using our Staff Survey supplier is 47%. The NHS national average response rate for 2022 was 46%.

Achieving a 58% response rate is a huge achievement for the Trust, demonstrating continuous improved staff engagement, which in turn will provide us with valuable insights that will inform our plans aligned to the Trust's strategic goal of, A Great Place to Work.

Bank only staff⁴ were also surveyed this year, and the validated Trust response rate for bank staff is **19%**⁵, the national average response rates of bank staff for organisations using our Staff Survey supplier is 18%. Understanding the experience of our valued temporary workforce is important, particularly as research shows that bank only staff are likely to reflect the global majority⁶.

¹ [Employee engagement and NHS performance \(kingsfund.org.uk\)](https://www.kingsfund.org.uk/employee-engagement-and-nhs-performance)

² [NHS England » Our NHS People Promise](https://www.nhs.uk/our-nhs-people-promise)

³ 10434 out of 17855 employees

⁴ Bank only – are workers who do not hold a substantive contract with the Trust

⁵ 381 out of 1990 bank only staff

⁶ Global majority - the group of people in the world who do not consider themselves or are not considered to be white. Globally, these groups currently represent approximately eighty per cent (80%) of the world's population. [GLOBAL MAJORITY | English meaning - Cambridge Dictionary](https://www.cambridge.org/core/terms)

CMG and corporate directorate engagement scores

To support ownership at CMG and Corporate Directorate level, and as first step to build engagement scores within the Trust, CMGs and Directorate leads were asked to reflect on local engagement and activities and set out their predicated response rate for the 2023 staff survey. All CMGs and Directorates set their engagement scores above their response rates for the 2022 survey. Most CMGs not only reached their engagement scores but surpassed them, as shown in table 1.

Table 1: CMG response rates

	Aim for 2023	Survey Close	Improvement
CHUGGS	46%	53.46%	3.23%
CSI	50%	59.30%	3.19%
ESM	44%	53.34%	2.54%
ITAPS	52%	62.61%	1.70%
MSK & SS	45%	49.15%	2.25%
RRCV	60%	74.42%	2.20%
W&C	48%	41.66%	3.91%

Experience and engagement champions

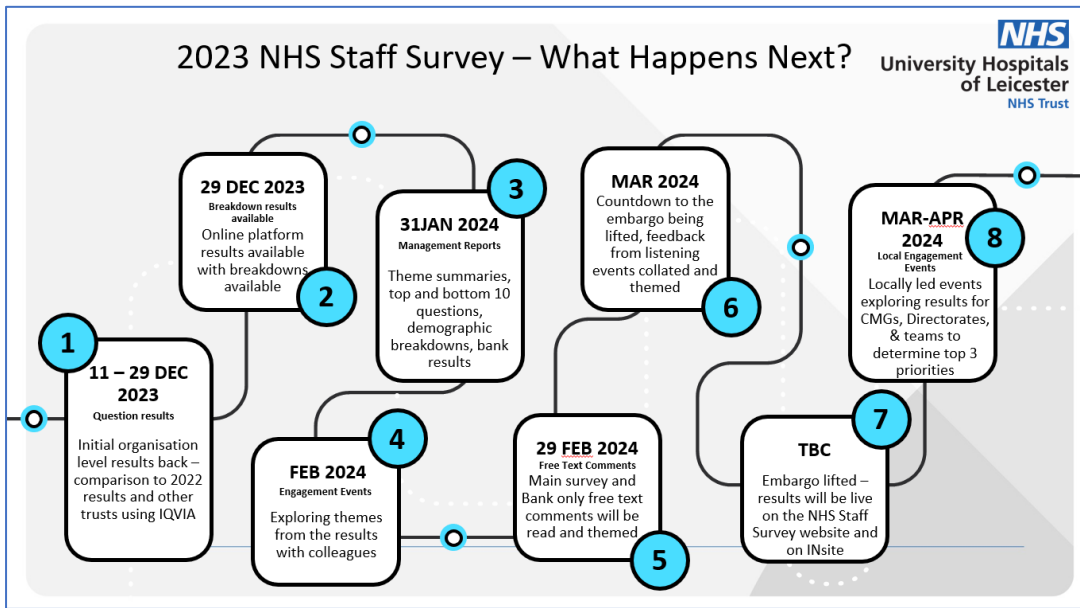
To further support local engagement and ownership of the survey, Experience and Engagement Champions have been enabling and encouraging colleagues to complete the survey. They have been provided with Leader's Packs which contain frequently asked questions, information on confidentiality and communications resources. On the three main hospital sites they have been able to book a roving Staff Survey Support trolley, equipped with refreshments, encouraging people to take a break and complete their survey or by way of thanks for having already completed it.

Experience and Engagement Champions have been thanked for their support and are being asked to feedback any areas of focus currently required and any issues that have led to colleagues not completing their surveys. The Communications Team will be showcasing some of the Champions and what they have done to improve response rates, demonstrating teamwork and pride in what they have done.

Keeping the conversation going

Once the survey has closed there is a significant period until the embargo on results is lifted, usually late February to March. It is important that the survey is not forgotten and dismissed by some because no feedback has been given. To maintain momentum, it is important that timelines are communicated to colleagues including plans that are being put into place once the data is released. The roadmap shown in Diagram 1 has been created to help communicate this.

Diagram 1: NHS Staff Survey Road Map



Whilst we will be unable to share the 2023 results until the embargo is lifted it is important that we ‘keep the conversation going’. Since the 2023 survey closed communications have focused on, recognising, and valuing all of those who responded to the survey, and to those teams across the Trust who achieved or exceeded their engagement score.

Trust-wide engagement events are being planned for February that will bring colleagues together to further understand the themes that are coming out from our results.

With a continued emphasis on local ownership and a collective responsibility to make UHL a great place to work, CMGs and Corporate Directorates will be supported to engage with their teams once the embargo is lifted. These will entail exploring results and trends in data with them to establish what they are proud of, what is working well and also focusing on where improvements can be made.

We will co-create a resource toolkit with the Experience and Engagement Champions that can be used at multiple levels: CMGs, Services, department teams, staff networks etc.

Embedding a continuous quality improvement and listening approach

The NHS Staff Survey is a tool for continuous quality improvement (CQI), and evidence demonstrates that organisations where staff feel listened to, and are regularly acting on their feedback, achieve better outcomes for patients. This year we will focus on building CQI methodology into our resource packs with an emphasis on continuous listening of our people through listening into action events throughout the year.

Consideration is also being made, as to how we utilise the window through to the next staff survey, to understand the views of colleagues who actively choose not to participate in the completion of the staff survey, so that this understanding can be built into our future approach.

This year we also have an opportunity to align our results and action plans to the Trust’s vision, strategic goal of, A Great Place to Work underpinned by our, values and behaviours. All mechanisms

that reinforce and manage behaviour should align with the organisations values and be transparent. Doing so creates a culture of self-management⁷.

Trust values and behaviours

The engagement window to help shape our Trust behaviours that underpin our Trust values closes on 22nd December 23 with Trust Board sign off planned for February 2024. The results of the staff survey will be used to help reinforce, embed, and promote the importance of our Trust values and behaviours in all that we do and at every stage of the employee lifecycle.

⁷ <https://www.gallup.com/workplace/406418/company-values-words.aspx>