NHS
Ashford and St. Peter's Hospitals
NHS Foundation Trust

Staff Survey 2022 results

Louise McKenzie, Director of Workforce Transformation

Patients first • Personal responsibility • Passion for excellence • Pride in our team •

Key headlines

- National Staff Survey – Sept-November 2022
- Context is important – field work during Surrey Safe Care post go-live , when colleagues were feeling the impact of the energy crisis, cost of living increase, public sector pay disputes, planning for winter and the Trust entering into financial turnaround
- 2,136 staff responded, equating to a 46.6% response rate
- Key results show
  - ASPH ranked #23 (compared to #21 in 2021) in the country for overall positive score when compared against other Acute and Acute Community Trusts.
  - 58% (63% in 2021) would recommend the Trust as a place to work, compared to a national average of 57%
  - Overall score for staff engagement saw a slight decrease to 6.9 (7 in 2021) , which is slightly above the average for Acute Trusts, it is ASPHs lowest score in the last 5 years
  - 60% (63% in 2021) believe that the organisation takes positive action on Health and Wellbeing, compared to 56% average score
  - 73% (78.6% 2021) believe the care of patients is the Trust's top priority, compared to national average 87%
  - 25% of results scored green on the RAG score, identifying a positive score when compared to the Picker average

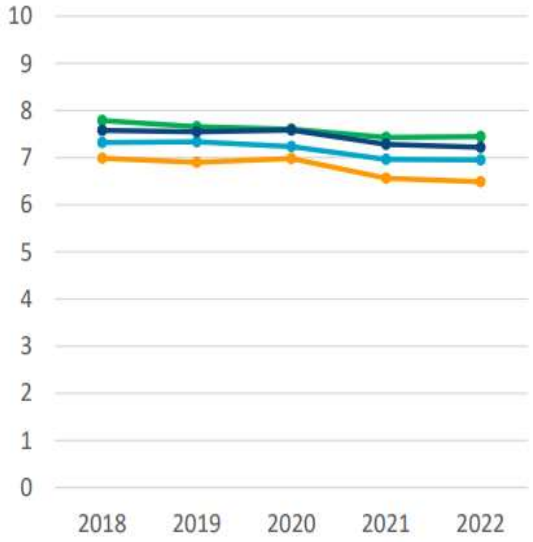
People Promise Elements, Themes and Sub-scores: Sub-score trends

Survey Coordination Centre

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**.

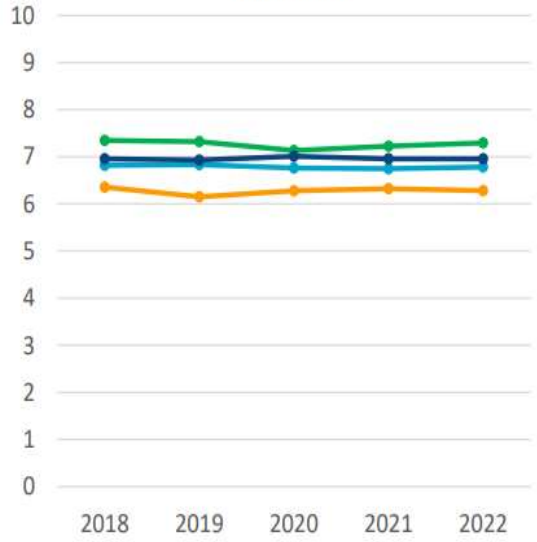
Theme: Staff Engagement

Motivation



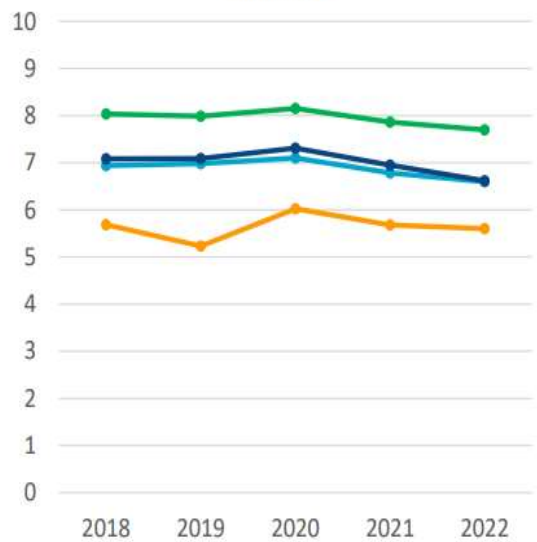
	2018	2019	2020	2021	2022
Your org	7.6	7.5	7.6	7.3	7.2
Best	7.8	7.7	7.6	7.4	7.4
Average	7.3	7.3	7.2	7.0	7.0
Worst	7.0	6.9	7.0	6.6	6.5
Responses	1592	1975	1696	2371	2107

Involvement



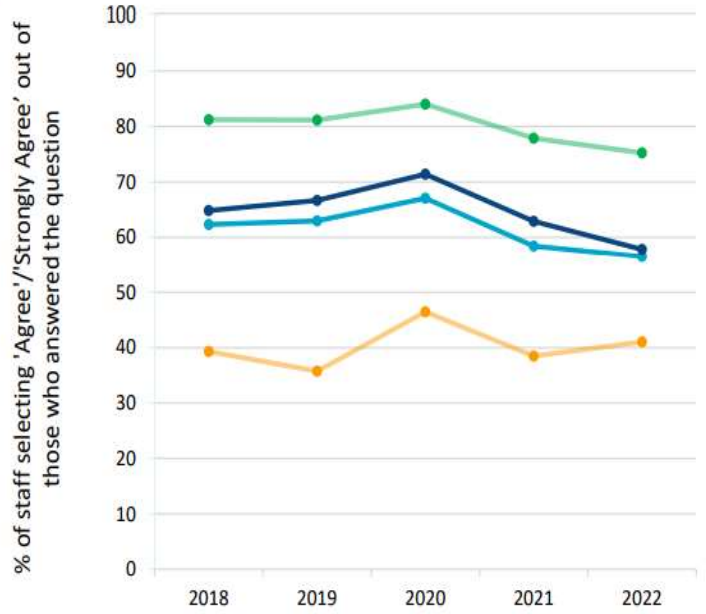
	2018	2019	2020	2021	2022
Your org	7.0	6.9	7.0	7.0	7.0
Best	7.3	7.3	7.1	7.2	7.3
Average	6.8	6.8	6.8	6.7	6.8
Worst	6.4	6.2	6.3	6.3	6.3
Responses	1635	1992	1693	2396	2131

Advocacy



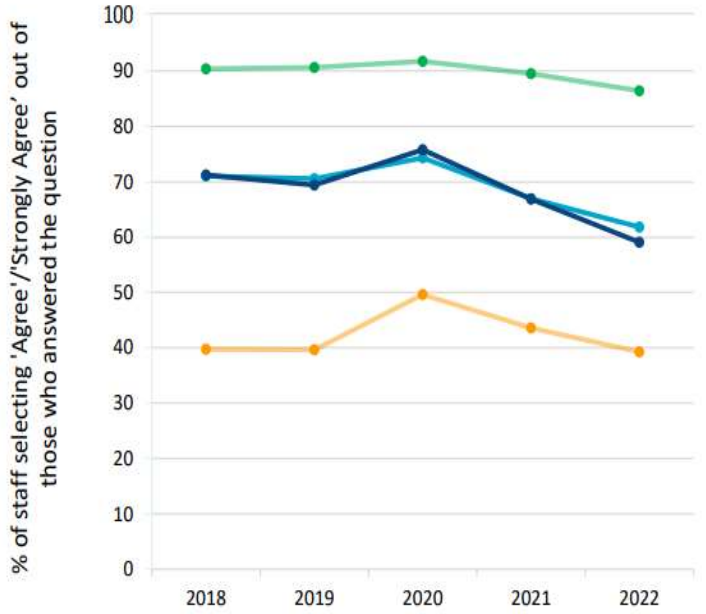
	2018	2019	2020	2021	2022
Your org	7.1	7.1	7.3	6.9	6.6
Best	8.0	8.0	8.2	7.9	7.7
Average	6.9	7.0	7.1	6.8	6.6
Worst	5.7	5.2	6.0	5.7	5.6
Responses	1603	1914	1652	2324	2125

Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
Your org	64.8%	66.7%	71.4%	62.9%	57.8%
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	1602	1911	1649	2322	2122

Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



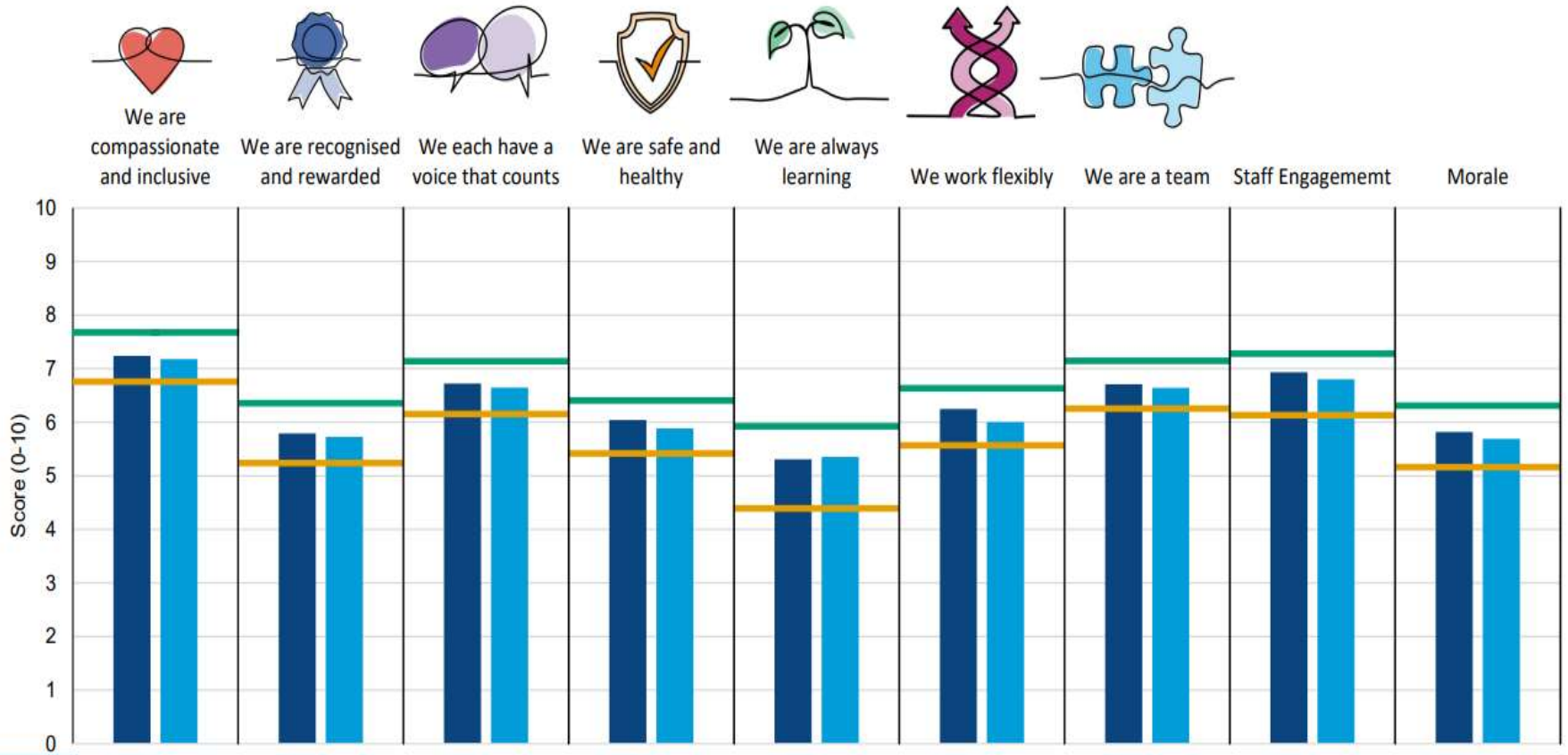
	2018	2019	2020	2021	2022
Your org	71.2%	69.5%	75.8%	66.9%	59.1%
Best	90.4%	90.6%	91.8%	89.5%	86.4%
Average	71.1%	70.6%	74.3%	67.0%	61.9%
Worst	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	1595	1912	1649	2320	2125

People Promise Elements and Themes: Overview

Survey Coordination Centre

NHS

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**.



	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	Staff Engagememt	Morale
Your org	7.2	5.8	6.7	6.0	5.3	6.2	6.7	6.9	5.8
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	2128	2129	2115	2111	1986	2124	2127	2131	2130

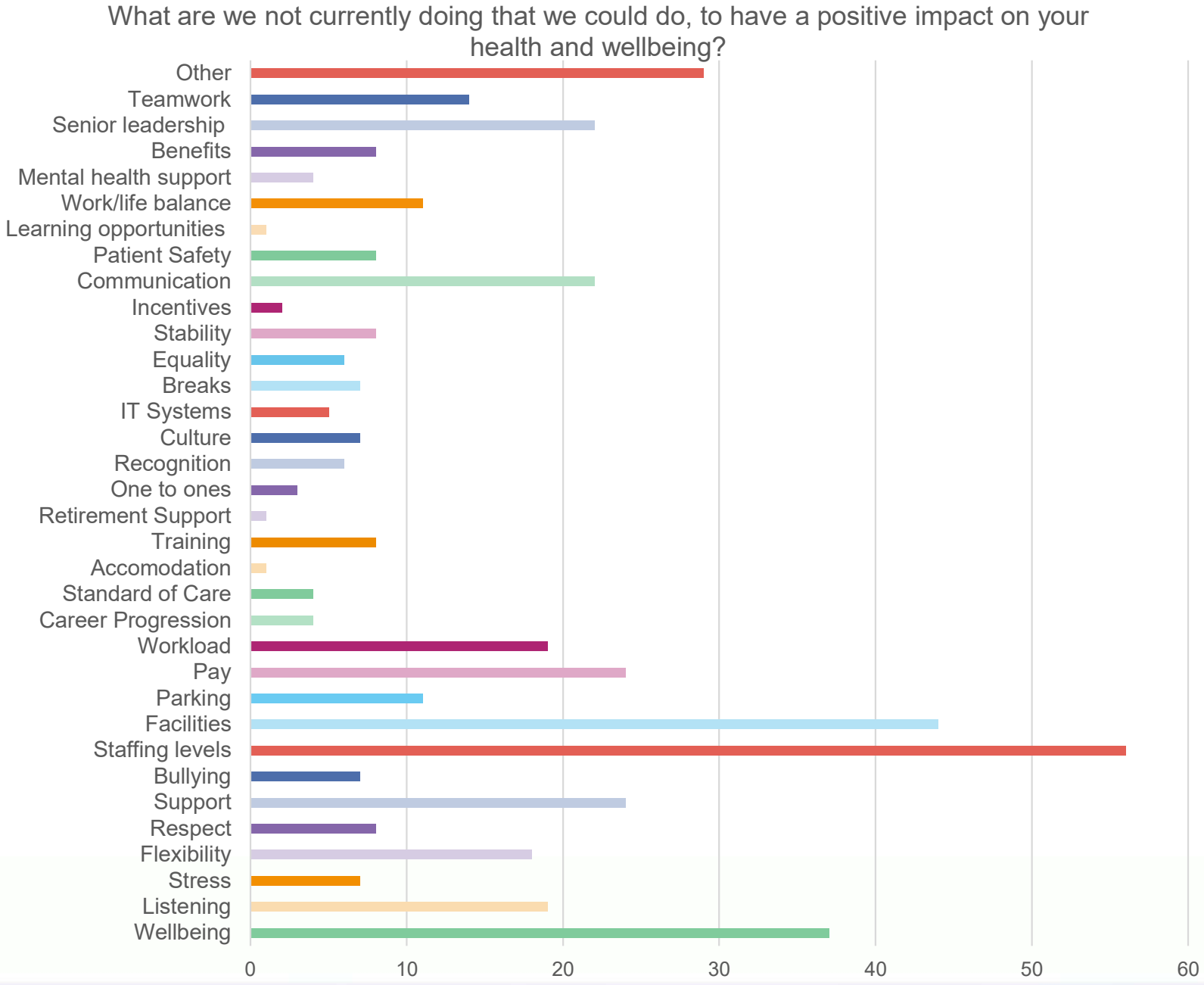
Surrey Heartlands Results

- The Surrey Heartlands ICS average score is higher than the average of regional and national Acute averages in all sections (except for 'Always Learning' which is in line with the national average)
- Aggregated responses for recommending as a place to work and burnout are higher in SH than in 2021 survey responses, adding the risk of accelerating downward trends in the year to come

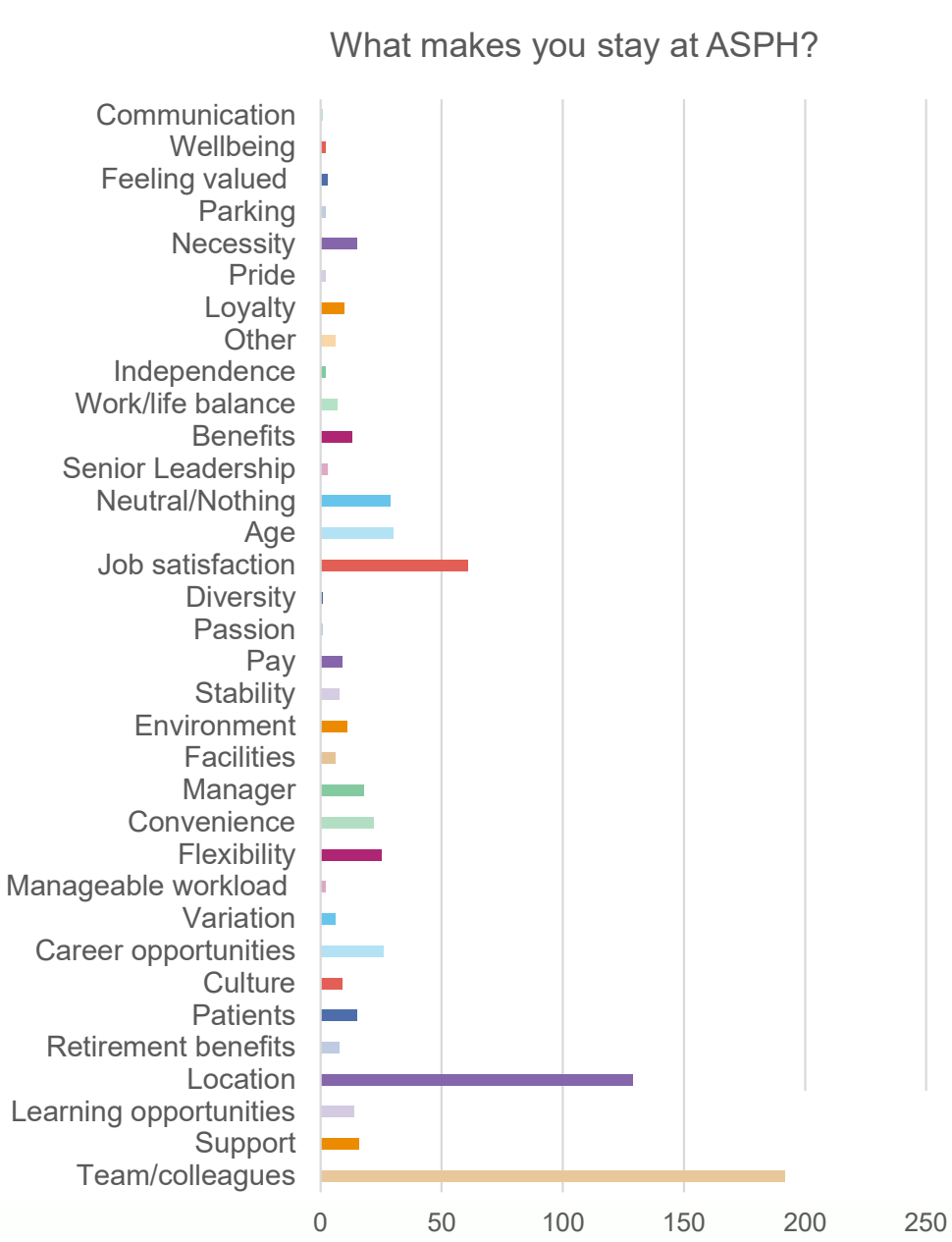
Q: I would recommend my organisation as a place to work	Q. How often, if at all, do you feel burnt out?	Q: I often think about leaving this organisation
• 4.4% would strongly disagree with this statement, with a further 8.5% disagreeing • There is a downward trend from 2020 to 2022 • The percentage of respondents who would agree and strongly agree has also steadily declined from previous years • All staff groups in Surrey Heartlands observe a decreasing trend from the 2020 and 2021 results	• 7.2% always feel burnt out, this has increased by 1.2% since 2021 • 25.6% often feel burnt out, another increase since 2021 at 0.7% • 8.3% never feel burnt out, this has increased by 0.4% since 2021 • All staff groups in Surrey Heartlands observe an increasing trend from the 2021 results	• 9.2% selected 'strongly agree'. This is the highest percentage since 2020, and a 2.4% increase from 2021. • 20.1% selected that they agree with the statement. This is also an increasing trend since previous years • The total respondents who often think about leaving is 29.3%

Out of the 8493 respondents in Surrey Heartlands*:

Q1 Survey (April 2023)



Q1 Survey (April 2023)



People Promise Retention Programme: Progress

People Promise area	Key initiatives
We are safe and healthy	• Various financial support offers signposted VivUp app, Financial Friday • Barclays running monthly stands in education centre, with interest picking up. • Citizens Advice due to visit site June 7th, offering individual sessions for cost of living support • Professional Nurse Advocate role in place
A voice that counts and shared learning	• Accreditation programme in place across 17 wards • Shared decision-making council pilots working well
We are compassionate and inclusive	• Launched several EDI training programmes and networks lead by EDI Officers • Improving People Promise programme
We are always learning	• Rolled out Surrey Heartlands Foundation to Coaching Skills programme • Recently started career development programme
We are recognised and rewarded	• VivUp app pilot in DTC continues, rolling out to Imaging in June. • Monthly pensions talks ongoing, with daily talks regarding pension changes aiming to start in July.
We work flexibly	• Masterclasses led by Timewise • RotaGeek self-rostering pilot in Stroke & Neuro • Determine next steps to support an open culture to flexible working.
We are a team	• ASPH Refresh

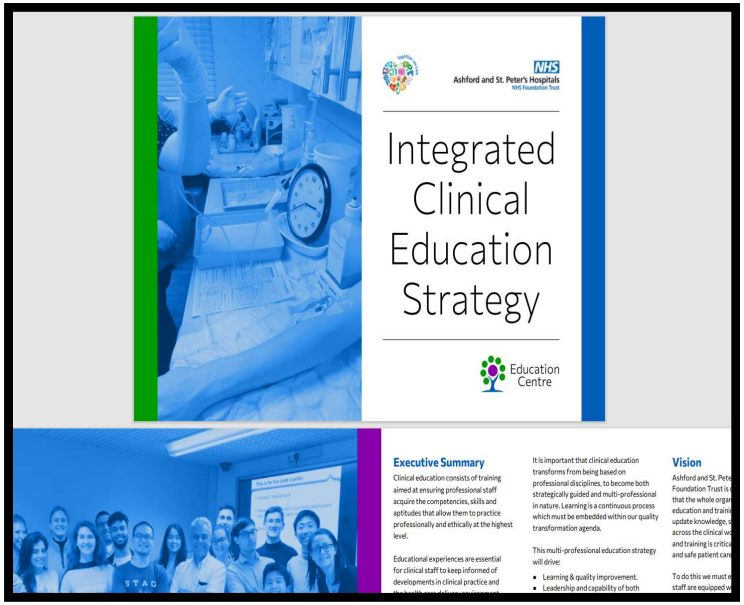
We are always learning

Comparator Information	Picker Average	2022	2021	2020	2019	2018
Description	n = 227671	n = 2136	n = 2420	n = 1723	n = 2003	n = 1653
Organisation acts fairly: career progression	56.6%	55.7%	53.7%	54.7%	54.0%	53.7%
There are opportunities for me to develop my career in this organisation	54.1%	56.2%	55.1%	*	*	*

We have seen overall improvements for both the key metrics, although we are still lower than the picker average for acting fairly with regards to career progression. The key focusses going forward will be around developing a talent management strategy, launching our career development programme and piloting a scope for growth model with our internationally educated nurses.

Achieved a lot but more to do

- Continued focus on people manageme… leadership skills through coaching … programme, relaunch of managers toolkit, new leadership development programmes
- Appreciating careers and opportunities - A day in your shoes, our Grow Your Own campaign around healthcare careers, soon-to-launch 'career mentoring development programme' targeting those not familiar with healthcare system
- Development programmes for progression HCSWs B2 to B3, ODPs B5 to B6 in our GSACT division, Hidden Gems in AHPs
- Scope for Growth programme within nursing
- Exploration of use of apprenticeships and apprentice-level qualifications



EDI Initial Observations

Comparator Information	Picker Average	2022	2021	2020
Description	n = 227671	n = 2136	n = 2420	n = 1723
Feel safe to speak up about anything that concerns me in this organisation	60.7%	58.9%	62.2%	67.0%
Feel organisation would address any concerns I raised	47.6%	47.0%	52.4%	*

There has been a reduction for both indicators. We plan to address this through the programme by continuing to embed the accreditation programme across the 10 inpatient ward, roll out additional shared decision making councils and running a quarterly pulse survey to ensure that we can monitor and respond to staff issues. Additional protected time has been added to the new FSTU's role.

Comparator Information	Picker Average	2022	2021	2020	2019	2018
Description	n = 227671	n = 2136	n = 2420	n = 1723	n = 2003	n = 1653
Not experienced discrimination from manager/team leader or other colleagues	91.1%	91.1%	89.9%	90.5%	91.9%	90.7%
Feel organisation respects individual differences	70.2%	70.8%	71.9%	*	*	*

There has been an improvement for staff not experiencing discrimination however there has been a slight reduction in the number of staff that feel that individual difference are respected. We are hoping that by embedding the improving people practices programme this year we should see a positive change in this area. The recruitment and promotion practices project will also look to embed inclusive practices into how the organisation approaches recruitment and promotions.

Intelligence and feedback: Culture-related NSS Results

Trust-wide results only

Description	Picker Average	2022	2021	2020	2019	2018
Able to make suggestions to improve the work of my team/dept	71.5%	**72.6%**	72.7%	75.7%	74.9%	74.3%
Relationships at work are unstrained	44.2%	**45.7%**	45.3%	47.2%	45.2%	42.5%
Receive the respect I deserve from my colleagues at work	69.8%	**72.9%**	71.5%	73.6%	71.5%	72.4%
Enjoy working with colleagues in team	81.1%	**83.4%**	82.7%	*	*	*
Team deals with disagreements constructively	55.3%	**58.1%**	57.6%	*	*	*
Feel valued by my team	68.9%	**70.8%**	69.2%	*	*	*
Colleagues are understanding and kind to one another	70%	**71.8%**	72.5%	*	*	*
Colleagues are polite and treat each other with respect	71.3%	**73.8%**	74.4%	*	*	*
Not experienced harassment, bullying or abuse from managers	88.9%	**87.5%**	88.8%	85.8%	86.%	84.3%
Not experienced harassment, bullying or abuse from other colleagues	80.9%	**83.1%**	81.6%	80%	80.2%	78.9%
Not experienced discrimination from manager/team leader or other colleagues	91.2%	**91.1%**	89.9%	90.6%	91.9%	90.7%
Staff involved in an error/near miss/incident treated fairly	57.7%	**58.2%**	*	*	*	*
Feel organisation respects individual differences	70.3%	**70.9%**	71.9%	*	*	*
Feel safe to speak up about anything that concerns me in this organisation	60.8%	**59.9%**	62.2%	67%	*	*

ASPH Refresh

- As a Trust we are coming off the back of a period of sustained organisational pressure and intensity over a number of years
- Our environment is changing, bringing new relationships, partnerships and interdependencies that may impact our future clinical service models
- Our operating conditions this year and our future outlook pose challenges, rising demand, operational recovery, high scrutiny, significant financial pressures
- We have a number of complex service challenges, compounded by recent adverse CQC inspections

ASPH Refresh

Increase understanding of our vision and service brand – embed a common purpose

Connecting relationships across tiers of the organisation – shared values

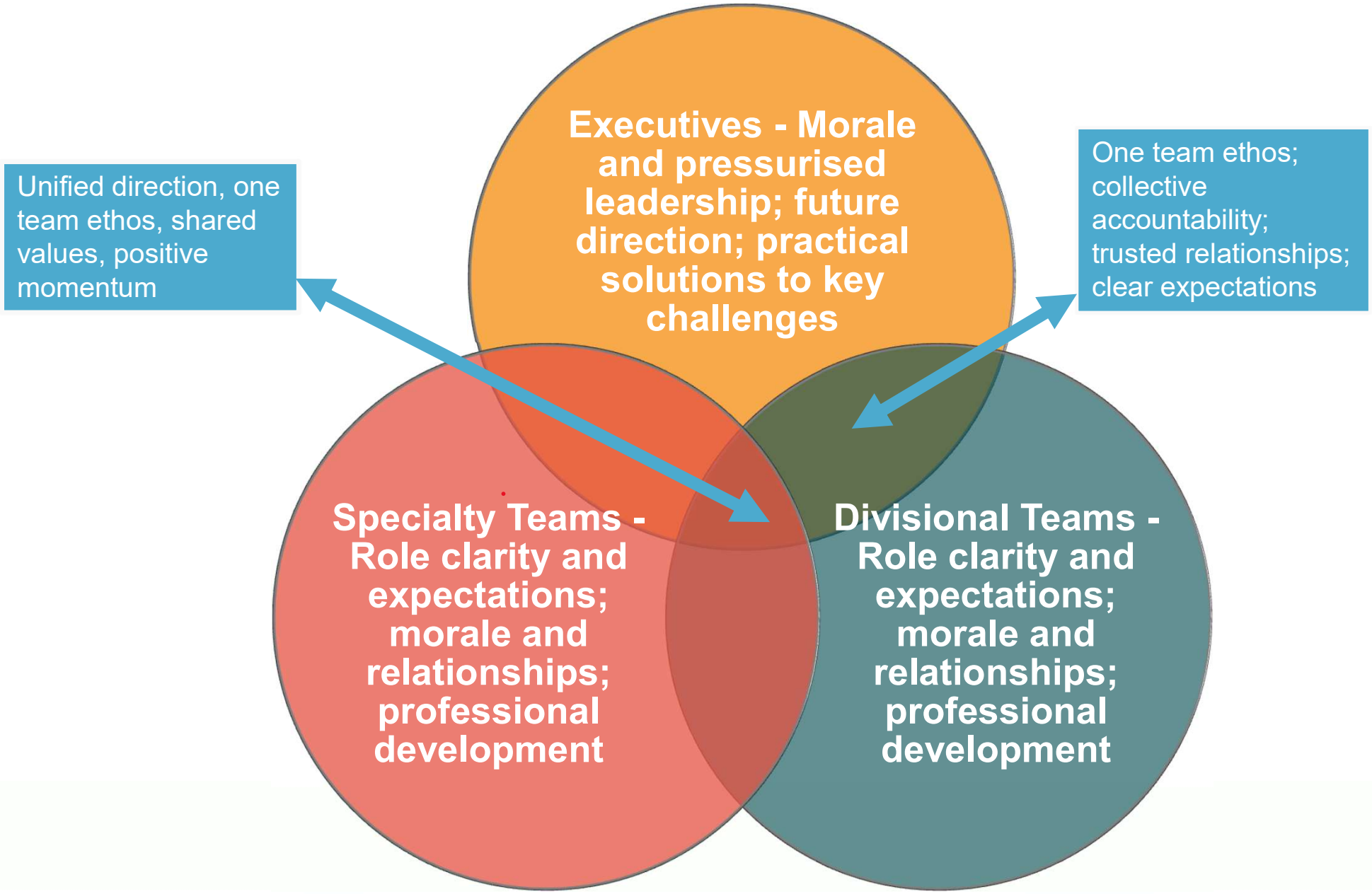
Preparing our people for leadership roles – enable high performance

Autonomy and service level decision making

New Organisational Development Steering Group

- Independent chair, multi disciplinary membership – divisional tri reps, HWB participants, volunteers from wider org
- Group will drive the design and delivery of the critical programme of work we need to build the right relationships, ways of working and overall culture across the Trust
- Will feed up and feed down and help co-design to creating the best environment for our staff and teams, and giving us the platform to be successful.

Key Themes for Programme



Questions