Ashford and St. Peter's Hospitals
NHS Foundation Trust

Enc

TRUST BOARD
30th March 2023

TITLE OF PAPER	**STAFF SURVEY RESULTS AND THEMES 2022**	
Confidential	*No*	
Suitable for public access	*Yes*	
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED		
People Committee 24th March 2023		
STRATEGIC OBJECTIVE(S):		
Quality Of Care	√	Creating a learning organisational and culture of continuous improvement to reduce repeated harms and improve patient experience.
People	√	Being a great place to work and be a patient, where we listen, empower and value everyone. One of the six key Strategic Themes identified in the People Strategy: to build a high performing workforce.

EXECUTIVE SUMMARY

OVERALL SUMMARY:

- This year 4,579 eligible staff were invited to complete the National Staff Survey and 2,136 completed it between Oct and Dec 2022. This is a response rate of 47%, which is consistent with the national average for acute & community trust benchmark group.
- Overall, the 2022 results are relatively consistent with the previous year and tracking around the **average** for our benchmark for most questions. ASPH is ranked #23 in the country for overall positive score within the Picker sample group.
- Key results show ASPH compared to the national average:
    - 58% (63% in 2021) would recommend the Trust as a place to work, compared to 57%
    - 70% (76% in 2021) believe the Trust acts on concerns raised by patients/service users, compared to 68%
    - 73% (78.6% 2021) believe the care of patients is the Trust's top priority, compared to 87%
    - 60% (63% in 2021) believe that the organisation takes positive action on Health and Wellbeing, compared to 56%
    - 25% of results scored green on the RAG score, identifying a positive score when compared to the Picker average.
    - Overall score for staff engagement saw a slight decrease to 6.9 (7 in 2021), which although is in line with the average for Acute Trusts, it is ASPHs lowest score in the last 5 years.
- It is important to put the survey results into context as the field work took place Sept-Nov, post go-live with Surrey Safe Care, when colleagues were feeling the impact of the energy crisis, cost of living increase, public sector pay disputes, planning for winter and entering financial turnaround.

PRIORITIES FOR 2023

- The detailed timescales and milestones are set out within the respective workforce transformation programme plans, progress against which is reported to TEC and People Committee.
- Priorities for 2023 will include a focus on health and wellbeing, careers and development, culture and climate, and effective deployment of resources.

RECOMMENDATION	To review the paper and agree the proposed recommendations
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	All new employees undertake a corporate induction, appropriate mandatory and statutory training to ensure they are competent to undertake their role, impacting on quality of care and patient safety.
Patient impact	Employees who are inducted into the organisation well and appropriately are happier and more connected, this links to patient safety and care.
Employee	Research shows that employees not inducted well into an organisation, affects their performance, engagement and can lead to absenteeism and staff turnover.
Link to relevant Board Assurance Framework Principle Risk	Risk 4.2 Inability to recruit and retain leading to a poor staff and patient experience Risk 4.3 Individuals and teams do not feel listened to, empowered and valued resulting in a negative impact on staff and patient experience
AUTHOR NAME/ROLE	Louise McKenzie, Director of Workforce Transformation
PRESENTED BY NAME/ROLE	Louise McKenzie, Director of Workforce Transformation
DATE	24th March 2023
COMMITTEE ACTION	For assurance

INTRODUCTION

1. This year 4,579 eligible staff were invited to complete the National Staff Survey and 2,136 completed it between Oct and Dec 2022. This is a response rate of 47%, an 8% decrease on 2021, however consistent with the national average for Acute and Community Trusts[1].
2. Overall, the 2021 results illustrate that we have maintained, and in some areas improved, from previous years, which is reassuring given the unprecedented levels of pressure staff faced over the last few years. ASPH is ranked #21 in the country for overall positive score within the Picker sample group.
3. There were several new questions introduced in 2021 with themes of teamwork, your development, your manager and health and wellbeing. The questions may appear to have a negative bias, however NHS employers have confirmed that they are based on the Health and Safety Executive (HSE)'s *Stress Indicator Tool*, developed by scientists and industry experts at HSE to accurately measure and determine the attitudes and perceptions of employees towards work-related stress.
4. The Trust is also one of 23 Trusts on the national People Promise exemplar programme, focusing on opportunities to improve retention by implementing best practice in areas such as flexible working, learning and development, and health & wellbeing. We know that improvements in these areas will take time and so we are extending this programme to a second year. The staff survey provides useful mid programme feedback for us to ensure we are focusing in the right areas are can have a positive long term effect on working at the Trust.
5. It is important to put the survey results into context as the field work took place Sept-Nov, post go-live with Surrey Safe Care, when colleagues were feeling the impact of the energy crisis, cost of living increase, public sector pay disputes, planning for winter and entering financial turnaround.

STAFF ENGAGEMENT

6. Staff engagement is a key indicator in the National Staff Survey. It is calculated using the responses to nine individual questions which make up three Key Findings related to staff engagement. Whilst our results have been above the National average for acute trusts over the last 5 years, in the last 2 years we have a notable reduction in engagement, bringing ASPH in line with the average (Table 1).

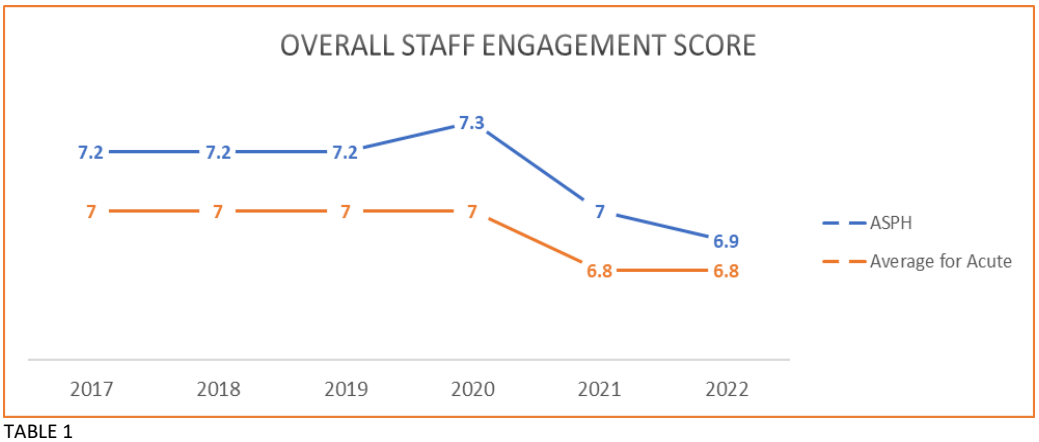
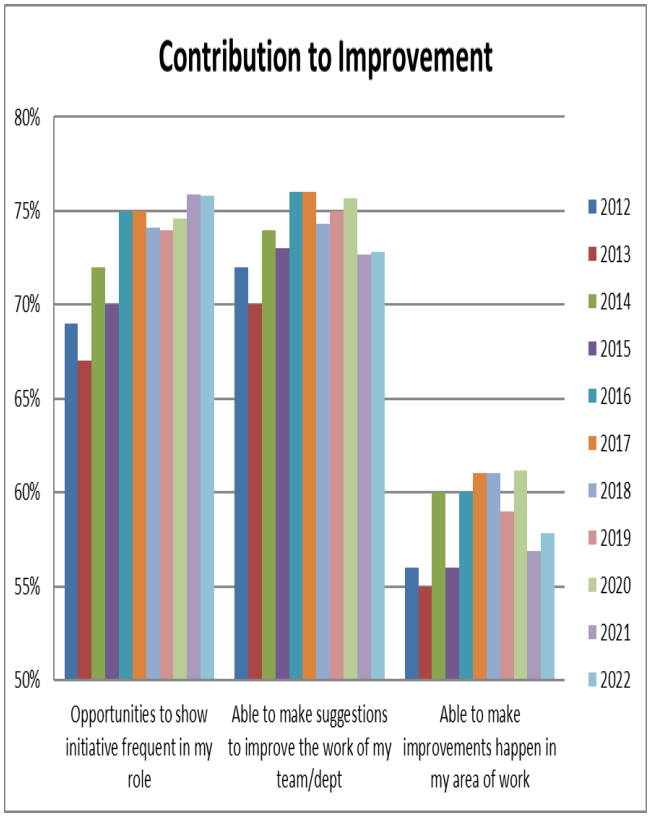
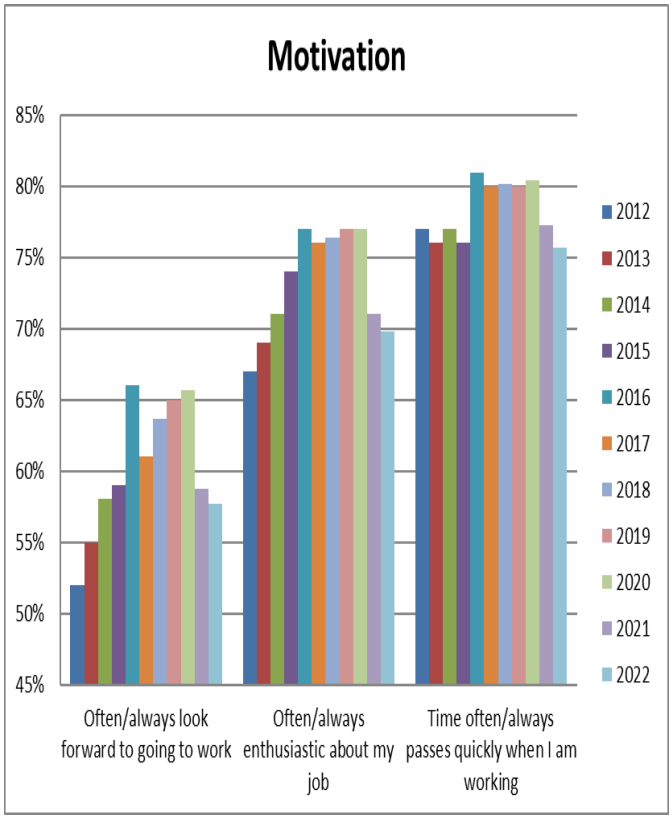


TABLE 1

7. The staff engagement score is made up of 9 questions in relation to colleagues' ability to contribute to improvement, motivation at work and whether they would recommend the Trust as a place to work/ get treatment. These is an important barometer in terms of the Trust's undertaking to improve the culture and staff experience. We carefully track these scores and the graphs under Table 2 show the trajectory since 2012.

[1] For the purpose of this paper when referring to national average this is for Acute and Acute Community Trusts


Contribution to Improvement
80%
75%
70%
65%
60%
55%
50%
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
Opportunities to show initiative frequent in my role
Able to make suggestions to improve the work of my team/dept
Able to make improvements happen in my area of work


Motivation
85%
80%
75%
70%
65%
60%
55%
50%
45%
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
Often/always look forward to going to work
Often/always enthusiastic about my job
Time often/always passes quickly when I am working

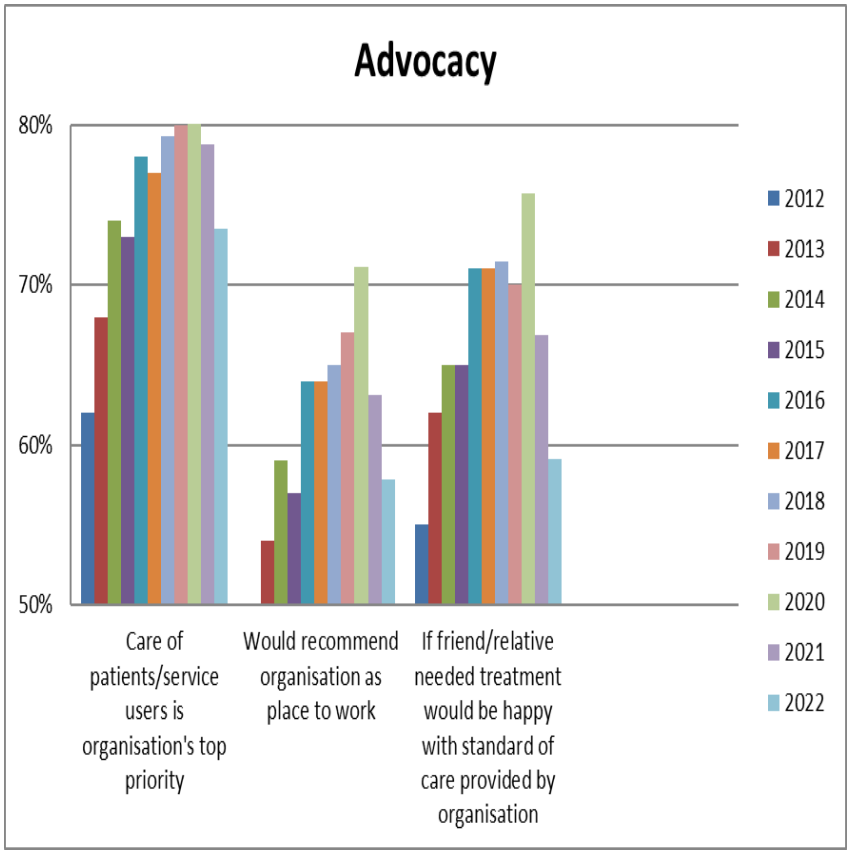

Advocacy
80%
70%
60%
50%
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
Care of patients/service users is organisation's top priority
Would recommend organisation as place to work
If friend/relative needed treatment would be happy with standard of care provided by organisation

TABLE 2

PEOPLE PROMISE

8. Published in July 2020 by NHSI, the aim of the NHS People Plan is to have more people, working differently, in a compassionate and inclusive culture within the NHS. The plan also includes 'Our People Promise', which outlines behaviours and actions that staff can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

9. This is the second year that the staff survey results have been reviewed against the people promise elements. Table 3 shows our performance in each domain – your org v best, average and worst.

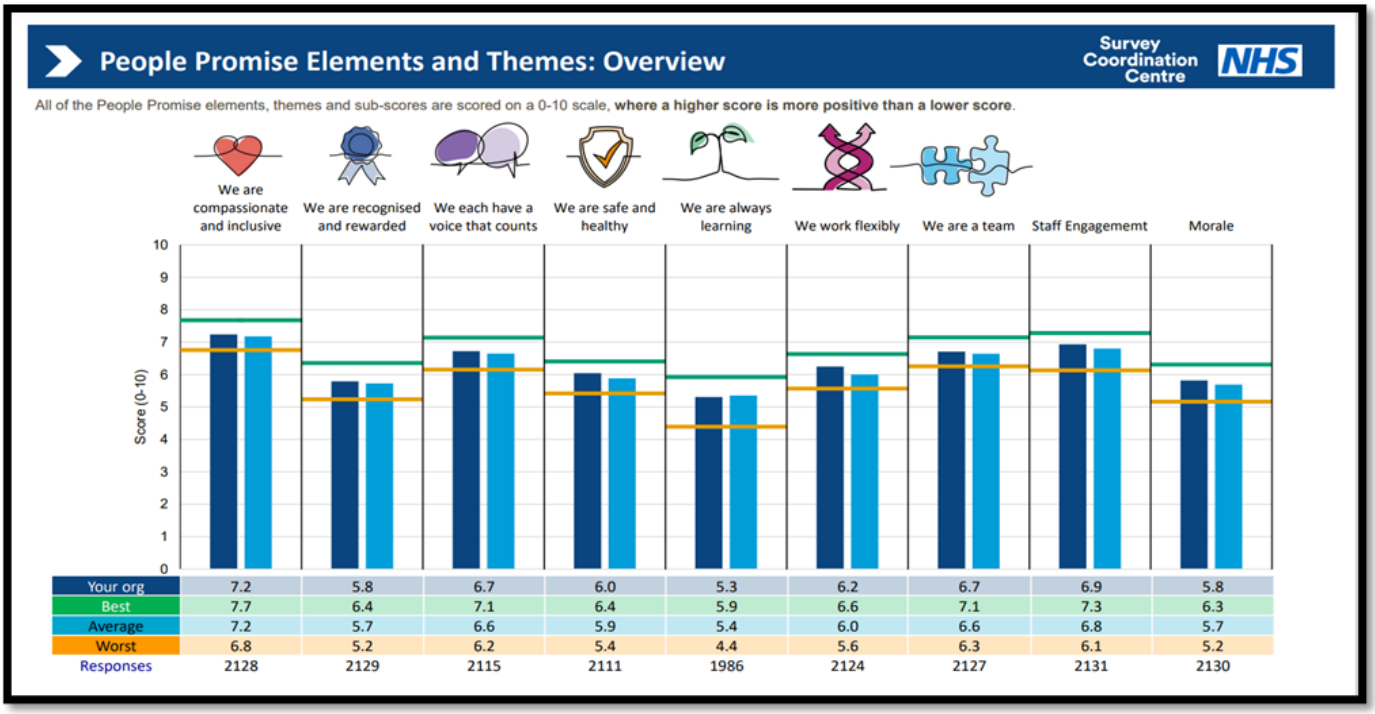


TABLE 3

10. As an exemplar site we are prioritising workforce transformation resource and attention on areas within the People promise. Key achievements include

We are safe and healthy

- Rolled out Health & Wellbeing Conversations to managers with a strong uptake.
- Optimised our financial wellbeing support offers and increased awareness of this including our 'Financial Fridays' and signposting to food banks and discounts.

A voice that counts and shared learning

- Implemented the new Professional Nurse Advocate role with staff undertaking the training for this
- Embedded the Accreditation programme in 10 in-patient adult wards
- Rolled out shared decision-making councils made up of employees' bands 2-6 in several areas, empowering staff to discuss their team's challenges and collaboratively find solutions. This has been well received.
- Developed and launched a joint Nurse, Midwife and AHP preceptorship programme

We are compassionate and inclusive

- Recruited 2 new EDI Officers
- Launched a variety of monthly EDI training programmes including:
    - Equality, Diversity & Inclusion Awareness
    - LGBTQ+ Awareness

    - Disability Awareness
    - Equality Impact Assessment Training
    - Transgender Policy
    - Race, Ethnicity& Cultural Heritage Awareness
- We rolled out a variety of staff networks including:
    - LGBTQ+
    - BAME
    - Disability Action

Diversity & Inclusion

- Started our Improving people relations programme working with an external consultant to identify areas of improvement with a delivery plan now in place for the next 12 months focusing on key aspects: capacity, capability and systems and processes
- Reintroduced visits to wards and welcome breakfasts for newly recruited international Nurses, to allow them to familiarise themselves prior to starting their new role
- Refreshed our appraisal policy to encompass the key elements such as, flexible working, EDI, H&WB conversations
- Delivered targeted culture improvement programmes in specific areas e.g. Theatres and Anaesthetics with positive results shown.

We are always learning

- Launched the Surrey Heartlands foundation to coaching skills programme
- Refreshed our Manager Toolkit training and rolled out
- Implemented the new Leadership Training programme to increase manager capability
- Rolled out the new Clinical Leadership programme for consultants new into a managerial role
- Launched the new Leadership Development programme supporting those developing into a managerial role
- Successfully carried out 'a day in your shoes' programme whereby staff can experience a day in a different role/area to widen their knowledge and experience
- Rolled out Band 5 ODP development programme for progression to Band 6 in our GSACT division

We work flexibly

- Started self-rostering pilot utilising our E-rostering system RotaGeek, in our Stroke and Neuro teams
- Launched a Trust-wide campaign showing our commitment to agile and flexible working
- Launched our new intranet page with everything agile and flexible working in a single place
- Rolled out manager workshops to improve confidence and capability, run by Timewise
- Started a hot desk working group looking at ways to better use our office space by utilising agile working
- Collated and showcased areas in the Trust where we have some great agile and flexible working already in place
- Rolled out annualised job planning for all consultants
- Signed up to the NHS Digital Staff Passport

We are recognised and rewarded

- Held in-house coffee mornings and webinars about the NHS pensions offer including all key info, tax, flexible retirement, etc.
- Embedded pensions into our induction sessions
- Started pilot of the VivUp app allowing easy peer to peer recognition and access to variety of rewards and discounts
- Delivered the Annual Staff Awards which was a huge success
- Held the staff panto with employees from all different areas casted
- Successfully ran the summer rounders competition with teams from variety of areas in the Trust

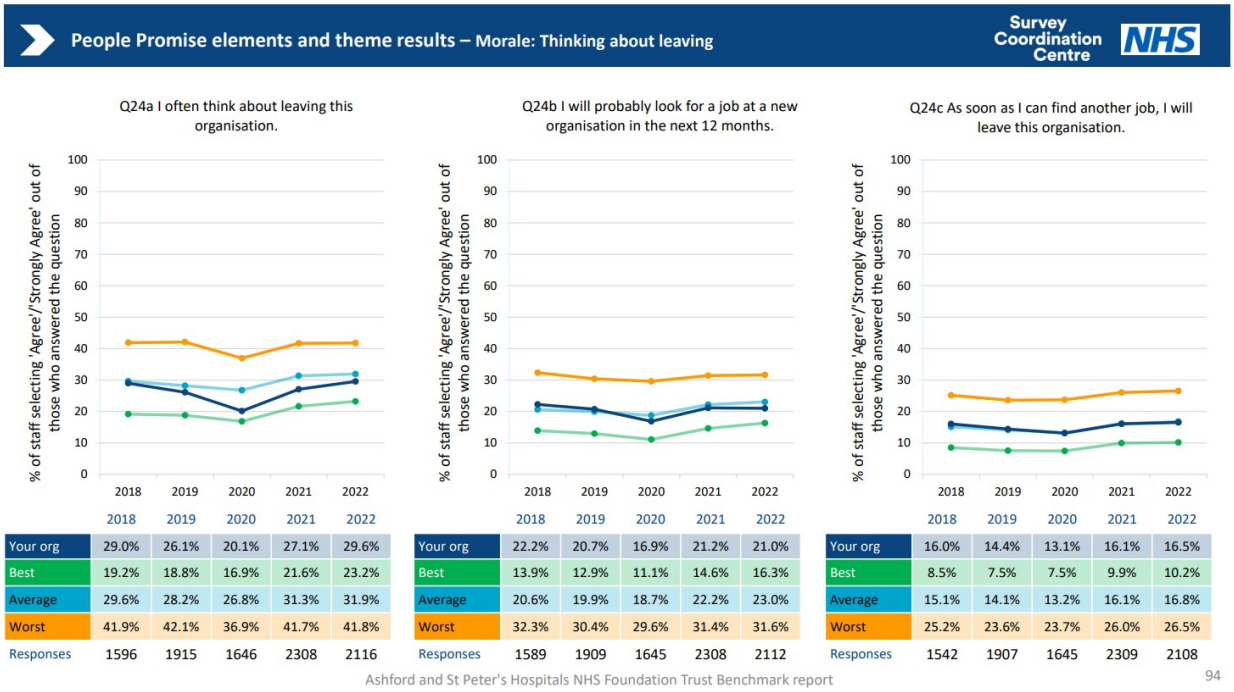
- Team member of the month runs across many teams with positive feedback received

- We also raised the profile of the NHS People Promise via a Trust-wide communications campaign which involved creating a dedicated intranet site containing all information and links to key elements and a 'You said, we did' campaign.

11. Further analysis and data in relation to the NHS People Promise has been presented to the People Committee.

RETENTION

12. The theme 'We are Safe and Healthy: Burnout' is a useful area to review in the context of predicting future turnover and current staff experience. Questions include *How often, if at all, do you find your work emotionally exhausting? How often, if at all, does your work frustrate you? How often, if at all, do you feel worn out at the end of your working day/shift?* Whilst the Trust continues to track more of less on the average, there is a deterioration in these results compared to our results in 2021.



	2018	2019	2020	2021	2022
Your org	29.0%	26.1%	20.1%	27.1%	29.6%
Best	19.2%	18.8%	16.9%	21.6%	23.2%
Average	29.6%	28.2%	26.8%	31.3%	31.9%
Worst	41.9%	42.1%	36.9%	41.7%	41.8%
Responses	1596	1915	1646	2308	2116

	2018	2019	2020	2021	2022
Your org	22.2%	20.7%	16.9%	21.2%	21.0%
Best	13.9%	12.9%	11.1%	14.6%	16.3%
Average	20.6%	19.9%	18.7%	22.2%	23.0%
Worst	32.3%	30.4%	29.6%	31.4%	31.6%
Responses	1589	1909	1645	2308	2112

	2018	2019	2020	2021	2022
Your org	16.0%	14.4%	13.1%	16.1%	16.5%
Best	8.5%	7.5%	7.5%	9.9%	10.2%
Average	15.1%	14.1%	13.2%	16.1%	16.8%
Worst	25.2%	23.6%	23.7%	26.0%	26.5%
Responses	1542	1907	1645	2309	2108

BULLYING & HARASSMENT

13. The Trust has defined the new People objective as *'…Being a great and safe place to work, where we continually listen, include, empower and value everyone…..'.* To this end, the scores aligned to the People Promise are important metrics with regards to relationships at work and positive experience at work. Questions including *Relationships at work are strained*, and *I receive the respect I deserve from my colleagues at work* are marginally better than the 2021 results and continue to track slightly above the average.

14. This year we will be doing a multi variant analysis of the Staff Survey data with our research colleagues to understand the trends in more detail and minimise any bias.

EQUALITY, DIVERSITY, AND INCLUSION

15. The EDI Officers are reviewing the staff survey results in relation to the protected characteristics. Several issues have flagged for us including:

- Overall results for staff with a long-term health condition or an illness *experiencing incidents of bullying and harassment from patients, service user, managers, and colleagues* - Disabled staff report higher incidence of this experience compared to non-disabled staff. Higher percentage of disabled staff reported their experience compared with non-disabled staff.
- Overall results for staff by ethnicity *experiencing incidents of bullying, harassment and discrimination from patients, service user, managers and colleagues* – Staff from ethnic minorities report higher incidents of experiencing discrimination from both patients, manager/team leader and other colleagues.
- Overall results for staff broken down by sexual orientation shows that staff who identify as LGBTQ+ in general report higher levels of *experiencing incidents of bullying, harassment and discrimination from patients, service user, managers and colleagues* compared to staff who identify as heterosexual.
- Staff that identify as gay, lesbian and bisexual report that the organisation acts fairly in relation to career progression.
- 6% of respondents said they would prefer not to state their identity
- Colleagues from certain ethnic nationalities are more likely to want to leave. A review of the onboarding process for internally trained nurses may illuminate some of the issues further.
- Staff between the ages of
    - 21 – 40 report higher levels of violence, bullying & harassment compared to other groups.
    - 51 to 66 plus say the organisation does not act fairly when it comes to career progression
    - 31 to 40 experience higher incidents of poor experience across all the areas

INTERNAL BENCHMARKS

16. The staff survey data is also presented to us in terms of internal benchmarks. The People Committee have received a summary slide for each of the divisional teams setting out key headlines and areas of focus for the divisions for 2023.

17. Questions such are *Q12e How often, if at all, do you feel worn out at the end of your working day/shift* are useful to understand where our HWB and cultural interventions may need to be focused. The answers are based on percentage who answered 'never' or 'rarely'. The table below highlights the impact, and it is interesting to see that areas where the work is maybe less predictable and subject to emergency peaks fair worse in terms of burnout.

Q12e Your Organisation	19.0%
323 Estates & Facilities	38.2%
323 Finance & Information	36.5%
323 Workforce & Organisational Development	25.5%
323 Quality Medical Nursing & Midwifery	23.6%
323 Chief Executive Division	22.2%
323 General Surgery, Anaesthetics, Critical Care and Theatres	19.4%
323 Diagnostics, Therapeutics and Cancer Services	19.2%
323 General and Specialist Medicine	18.2%
323 Urgent and Emergency Care	12.1%
323 Specialist Surgery and MSK	10.8%
323 Operations Division	10.5%
323 Women's Health and Paediatrics	6.1%

18. Question *24b I will probably look for a job at a new organisation in the next 12 months* is useful when predicting future turnover trends. The answers are based on percentage who answered, 'strongly disagree' and 'disagree'. This information is useful for the divisions to explore at speciality level so they can proactively target their career coaching conversations in a targeted way.

Q24b Your Organisation	48.3%
323 Estates & Facilities	59.9%
323 Finance & Information	57.1%
323 General Surgery, Anaesthetics, Critical Care and Theatres	50.0%
323 Workforce & Organisational Development	49.0%
323 Diagnostics, Therapeutics and Cancer Services	48.1%
323 Women's Health and Paediatrics	47.9%
323 General and Specialist Medicine	47.2%
323 Quality Medical Nursing & Midwifery	46.2%
323 Chief Executive Division	45.7%
323 Specialist Surgery and MSK	45.5%
323 Operations Division	36.8%
323 Urgent and Emergency Care	31.7%

19. It is noted that the Trust is implementing the Professional Nurse Advocate role as part of a national rollout. The purpose of the role is to develop a nurse's ideas and actions for quality improvement and service development, by holding reflective discussions about revalidation and career development, preparation for appraisal. coaching staff through reflection on incidents they may have experienced, with a focus on the system and processes. We will also be thinking about how we roll out this best practice to other professional groups.

CONCLUSION

20. We will continue to review the staff survey results and work with our divisional teams on areas for improvement. Now that the embargo has been lifted, we are developing several opportunities to communicate and engage with colleagues with regards to the results, this includes
    - Aspire message
    - Executive weekly message
    - Team Talk at end of March
    - Dedicated Trustnet pages
    - Relevant Board reports and Board meetings
    - Results cascaded via divisions and corporate services
    - Workshops / working groups
    - Improvement plans will include campaigns such as `you said, we did`

21. Results will be used to inform various programmes/projects. We will continue to focus on the culture and climate of the Trust and will review our progress with this with our key metrics and regular feedback processes. We will also be getting some additional support to do a multi variant analysis of the data to properly identify areas of statistical significance so we can focus our efforts accordingly.