

Board of Directors (in Public) Item 2.2

Subject: 2022 National Staff Survey
Date of Meeting: 29th March 2023
Presented by: Karen Nightingall, Chief People Officer
Purpose of Report: For Note

BAF Reference	Impact on BAF
BAF4, BAF5, BAF6.	Provides assurance on a range of People metrics. 'Staff Engagement' and 'Morale' are two of the consistent themes measured in the National Staff Survey.

Level of assurance (<i>please tick one</i>) <i>To be used when the content of the report provides evidence of assurance</i>			
<input checked="" type="checkbox"/> Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/> Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/> Low assurance Evidence indicates poor effectiveness of controls	

1. Executive Summary

The purpose of this paper and presentation is to provide assurance to the Board of Directors regarding the 2022 National Staff Survey and high-level results.

The proposed next steps are for the HR & OD Team to partner with divisions to analyse the results and create action plans.

It must be acknowledged that the Staff Survey was conducted between September and November 2022, at a time when unions were asking employees to ballot to take industrial action in relation to pay and there was a real sense of unrest. This makes the results even more pleasing and is testimony to the positive culture at the Trust and the strong, and compassionate leadership of the Executive Team.

2. Background

The NHS Staff Survey provides an opportunity for organisations to survey their staff in a consistent and systematic way. This makes it possible to build up a picture of staff experience and to compare and monitor change over time and to identify variations between different staff

groups. Obtaining feedback from staff and taking account of their views and priorities is vital for driving real service improvements in the NHS.

NHS staff survey experienced its most significant refresh in 2021 when results were reported against the seven People Promise elements and two themes (Staff engagement and Morale). This is now the second year that the results have been reported against the People Promise so this has allowed us to track our progress, compare our results nationally and identify areas for improvement.



The 2022 staff survey engaged with survey contractor 'Picker' to administer the survey and utilised a 'mixed mode' approach, whereby departments were identified to receive electronic or paper copies, considering varying factors such as computer accessibility and proficiency.

From 2022, bank only workers were able to take part in the Survey using a tailored version of the questionnaire. The data for bank only workers will be used to make organisational improvements while also providing some national insights. However, it is strongly advised that any comparisons between organisations is made with caution as the profile of bank workforce may differ significantly between organisations in terms of the roles filled by bank workers.

3. Key Highlights

3.1 Good News

- We are 1st in the country for 'a place to work' & 'staff engagement'
- We are 2nd for "care is our top priority"
- We are 3rd for "a place for treatment"
- We are 1st in 8 out of 9* of the People Promise elements & themes, benchmarked against 'Acute Specialist Trusts'.
- We are 1st in all four areas benchmarked against all Trusts in Cheshire and Merseyside

3.2 Achieving a high response rate

Achieving a high response rate to the NHS Staff Survey is very important for the quality and utility of the findings, as the higher the survey response rate, the more confident we can be that the survey findings are representative of our workforce.

LHCH survey response rate was 69% compared to NHS average of 46%. This was an increase an 8% increase from 2021.

The Staff Survey was led by Emma Hill, HR Manager with support of the HR Business Partner team, with a strong focus on staff engagement and visibility. She ran the 'take a break, have a kit kat' initiative again following the success of this in 2021 and coordinated a raffle prize draw for high response rate departments. The HR team held a significant number of engagement events with laptops to improve accessibility and did lots of walk rounds on all shifts, including nights which helped boost participation.

4. Areas highlighted for improvement

Following the review of the 2022 survey, the Trust is committed to focusing on the following themes. This is notwithstanding the work already being progressed against the People Strategy, to improve our staff experience.

- Supporting staff to improve their health and wellbeing and reduce burn out
- Improve and sustain lower levels of turnover
- Continue to enhance our reward and benefits offer for staff
- Create a safe working environment for our staff

It is proposed that divisional actions plans will be presented at Operational Board at the end of April 2023, People Delivery Group in May 2023, and People Committee in June 2023. The monitoring of the plans will be managed locally through divisional performance meetings.

5. Reporting Findings

The NHS Staff Survey Results 2022 have now been published and are available on Staff Survey Coordination Centre Website, including an interactive comparator dashboard tool [Results | Working to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](https://www.nhs.uk/staffsurvey/2022/working-to-improve-nhs-staff-experiences/)

6. Conclusion

In conclusion the results are really positive, and it is pleasing to see that there have been improvements made since the 2021 survey and the Trust is 1st in country as a place to work. This is particularly outstanding, given that staff have worked through extraordinary challenges over the past few years and have expressed their feelings of deep frustration regarding the national pay structure through industrial action.

The Trust excelled within Cheshire & Merseyside, within the benchmark group 'acute specialist trusts' and has also performed phenomenally well nationally.

Appendix 1 '*2022 National Staff Survey Results*' contains some of the high-level analysis as well as a series of comparisons.

7. Recommendations

The Board of Directors is requested to note the contents of this paper alongside the presentation in Appendix 1

Appendix 1 - 2022 National Staff Survey Results