

Board of Directors (in Public) Item 3.2

Subject: 2021 National Staff Survey
Date of Meeting: 26 April 2022
Prepared by: Beth Williams-Lally, HR & OD Manager
Presented by: Karen Nightingall, Chief People Officer
Purpose of Report: For Note

BAF Reference	Impact on BAF
BAF4, BAF5, BAF6.	'Staff Engagement' and 'Morale' are two of the consistent themes measured in the National Staff Survey. If both are improved, this will have a positive impact on all of the workforce risks featured within the BAF.

Level of assurance (<i>please tick one</i>) <i>To be used when the content of the report provides evidence of assurance</i>			
<input type="checkbox"/> Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input checked="" 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 supporting documentation is to provide assurance to the Board of Directors that the trust has conducted the 2021 National Staff Survey and has reviewed the hi-level summary. The proposed next steps are for the HR & Education teams to partner with divisions to analyse results and create meaningful and impactful action plans to make positive change where required to ensure LHCH is listening to the voice of our employees.

A presentation of the findings will also be presented at Operational Board on 29 April 2022.

In addition, once action plans have been created, a further update will be provided to the Board of Directors at the next meeting. The detailed results and action plans will also be shared with employees.

It has been recognised that improvement is required regarding the communication, assurance and follow-up process based on feedback that 2020 national staff survey action plans were not robust enough, this was related to Covid19 contributing factors such as staff shortages that are no longer a challenge to the action plan delivery this year as we have a full compliment of staff.

Consequently, additional actions have been identified and adopted to provide assurance to the Committee that the results from the 2021 survey will be reviewed, understood, acted upon, and shared widely with employees in forums such as team brief.

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, with care, 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 has experienced its most significant refresh for at least a decade, the 2021 results are reported against the seven People Promise elements and two themes (Staff engagement and Morale).

In line with the commitment in the 2020/21 People Plan: action for us all, the NHS Staff Survey has been redeveloped in line with the People Promise, which sets out what NHS staff can expect from their leaders and from each other. From 2021 the survey will track progress towards the seven elements of the People Promise:



- *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*

The 2021 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, taking in to account varying factors such as computer accessibility and proficiency.

3. Changes to the questionnaire

The questionnaire has been through an extensive redevelopment process to ensure the questions are fully aligned with the People Promise. Existing questions have been mapped to the elements of the People Promise; new questions have been developed to address any gaps and tested on a range of NHS people; and some questions have been removed following engagement with data users.

Minor changes to survey delivery and eligibility criteria have also been introduced to widen access to the survey for NHS staff and meet the commitment that each person has a voice that counts. To improve access to the survey for all NHS Staff, two groups previously unable to respond to the survey will be eligible to take part this year:

- Staff on long-term sickness leave (90+ days): Those on long-term sickness leave for longer than 90 days and up to 12 months will now be eligible.

- Staff on secondment to another participating NHS organisation (12+ months): Staff that have been seconded to another participating NHS organisation for over a year will now be able to respond to the survey at the organisation where they work.

Despite the changes, the ability to report and analyse against the majority of existing questions has been maintained to preserve longitudinal data for these questions.

Obtaining feedback from staff and taking account of their views and priorities is vital for driving real service improvements at LHCH as well as across the wider NHS.

Eligibility for the national survey has always been restricted to staff with a substantive or fixed term contract but NHSE are scoping a potential change to the 2022 survey which may include internal bank staff.

4. Highlights

4.1 Good news

- We are #1 in the country for 'care is our top priority' & 'staff engagement'.
- We are #1 acute specialist trust for 'care is our top priority', 'place to work' and 'staff engagement'.
- We are #1 in 8 out of 9* of the People Promise elements & themes, benchmarked against 'acute specialist trusts'.

4.2 Achieving a high response rate

LHCH survey response rate was 62% compared to NHS average of 48%.

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.

After a fairly slow start, we ran an incentive campaign named 'take a break, have a kit kat', coordinated a raffle prize draw for high response rate departments and the HR team held engagement events with laptops to improve accessibility and further encourage participation, this boosted participation significantly.

5. Areas highlighted for improvement

Following the review of the 2021 survey, the Trust is committed to focusing on the following themes.

- Supporting staff to improve their health and wellbeing
- Improving equality, diversity, inclusion & belonging
- Creating a safe working environment for our staff
- Improving friends and family tests scores

Progress against these areas will be monitored and reported operationally through divisional governance structures and to the Board and People Committee for assurance.

6. Reporting Findings

The NHS Staff Survey Results 2021 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://nhsstaffsurveys.com)

7. Conclusion

In conclusion the results are really positive, it is pleasing to see that there have been improvements made since the 2020 survey despite the survey period being in the height of the pandemic. There are a few areas that have declined since 2020 and the Management teams, with the support of the HR team, will conduct focus groups to try and understand the reasons behind this. Further analysis will be conducted, and Divisional action plans presented at the next meeting.

From a regional and national perspective, the Trust excelled within Cheshire & Merseyside, within the benchmark group 'acute specialist trusts' and performed well nationally, this is particularly pleasing considering yet another extraordinary year operating within a global pandemic with pressures felt by us all, especially within healthcare.

Appendix 1 '2021 National Staff Survey Results' contains some of the high-level analysis as well as a series of comparisons.

8. Recommendations

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

Appendix 1

2021 National Staff Survey Results



2021 National Staff
Survey Results.pptx