

Council Of Governors

Item 9.4

Subject: Staff Survey Action Plans and People Pulse Results

Date of Meeting: 26th September 2022

Presented by: Karen Nightingall, Chief People Officer

Purpose of Report: To Note

BAF Reference	Impact on BAF
BAF 4, 5 & 6	The annual Staff Survey and People Pulse Survey provide the Trust with an insight into how staff are feeling. The results of both surveys are used to develop action plans which should contribute towards improving staff health and wellbeing as well as morale. Employees are less likely to leave if they are healthy and happy and feel the Trust does what it can to support with this.

Level of assurance (please tick one) <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 is to provide the Council of Governors with a full analysis of the 2021 Staff Survey and identified actions. The Divisions have developed overarching plans in response to the results published.

The report also provides the results from the July 22 People Pulse Survey.

2. Background

The 2021 Staff Survey questions were changed to align to the NHS People Promise, which resulted in a change to the themes in which the data was presented and seen the addition of some new questions. The additional questions have prevented the Trust from being able to do a

direct like for like comparison with 2020 results but the identified areas of focus in the Divisional plans correlate with overall theme scores.

The 2021 survey was completed using a mixed methodology (electronic and paper) and overall response rate for completion of the 2021 survey was 62%, compared to NHS average of 48%.

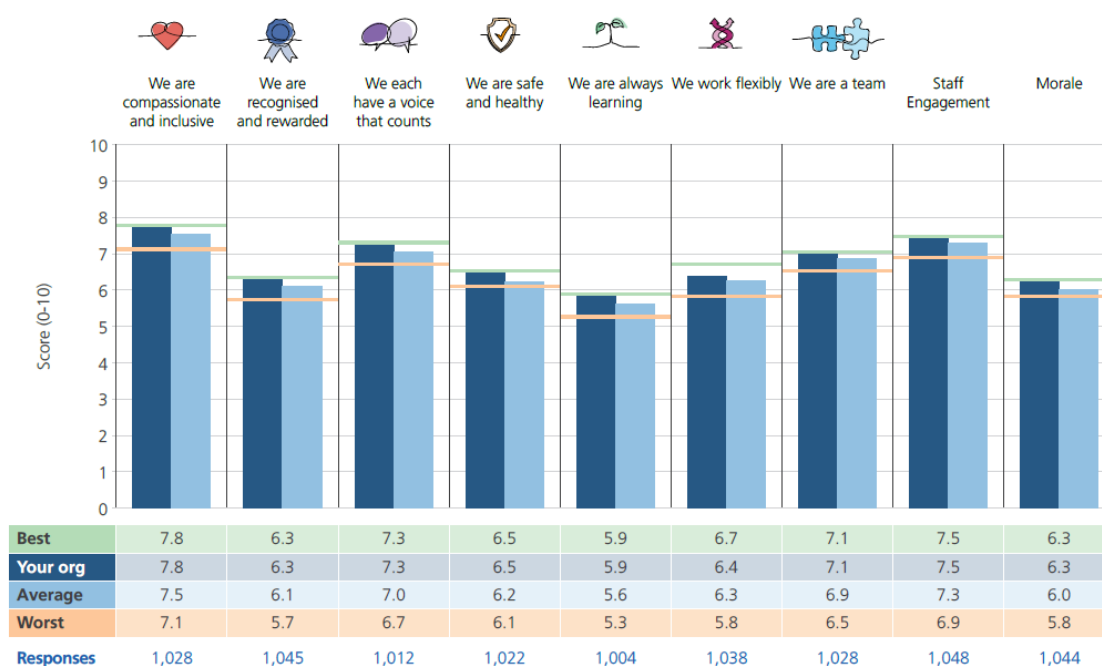
A number of initiatives were used to maximise the response rate, including a campaign named 'take a break, have a kit kat', a raffle prize draw for high response rate departments and the HR team held engagement events with laptops to improve accessibility and further encourage participation, this boosted participation significantly.

The People Pulse Survey (also featured in this report) is a holistic pulse check which occurs every quarter (January, April, July, The September edition is replaced by the annual staff survey) and consists of seven core questions, with flexible, supplementary questions included in each wave.

3. 2021 Staff Survey Results

The overall survey results were shared with the Divisions who were asked to further analyse locality data and create meaningful and impactful action plans.

There are a number of repeating areas to address throughout the Divisional action plans which would make sense for the Trust to address as a whole. These also correlate with the theme scores shown in the chart below.



Equality, Diversity, Belonging and Inclusion

Inclusion and compassion are overall areas for improvement within this survey as is equality. 31% of staff have indicated that the Trust has not made adequate adjustment(s) to enable staff to carry out their work.

<i>We are compassionate and inclusive</i>	<i>Compassionate culture sub-score</i>	<i>8.1</i>
	<i>Compassionate leadership sub-score</i>	<i>7.3</i>
	<i>Diversity and equality sub-score</i>	<i>8.6</i>
	<i>Inclusion sub-score</i>	<i>7.0</i>
	<i>We are compassionate and inclusive score</i>	<i>7.8</i>

Actions

LHCH Equality Diversity Inclusion and Belong (EDIB) strategy was launched with the ambition to ensure a culture of belonging and trust and to understand, encourage and celebrate diversity in all its forms.

Compassionate and inclusive leadership is promoted through all programmes currently delivered at the Trust. Robust revision of all existing leadership development content is carried out since April to set clear standards, relevant to current work dynamic, ensuring strong equality and diversity leadership is in place.

New managers Induction will be launched in October, setting best practices in leadership and EDIB from day one. Setting standard that leaders are the one to take ownership of EDIB.

Unconscious bias training for all staff will be launched in September focusing on understanding of what unconscious bias is, how to manage behaviors, inclusive decision making and understanding the LHCH EDIB strategy and equality legislation.

Raising Concerns

There is room for improvement within the 'we each have a voice that counts' theme and it has been identified as an area for improvement across the Clinical Divisions. 32% of staff feel their concerns would not be addressed if raised which does suggest improvements are required to encourage staff to speak up.

<i>We each have a voice that counts</i>	<i>Autonomy and control sub-score</i>	<i>7.2</i>
	<i>Raising concerns sub-score</i>	<i>7.4</i>
	<i>We each have a voice that counts score</i>	<i>7.3</i>

Actions

Enhancing the current Freedom to Speak Up (FTSU) process and reintroducing Executive walkabouts will hopefully make a difference within this area. The Divisions are also looking at local ways to encourage people to speak up within their areas and will be holding listening sessions to promote confidence in speaking up and raising concerns.

There are many other ways staff can raise matters of concern which can all be promoted within the Divisions to ensure these are known, they include the grievance policy, bullying and harassment policy, HR and Staff Side, Duty of Candor and Datix.

Health and Wellbeing

This is an area that requires attention. From the analysis of the responses received to the questions relating to 'we are safe and healthy', 78% of the workforce have indicated they feel worn out at the end of work. Just over 72% find work emotionally exhausting and 50% have attended work when they are not feeling well enough to perform duties. 67% of staff feel burnt out because of work and in the last 12 months 37% of staff have felt unwell due to work related stress.

The sub-scores that link to the we are safe and healthy theme are a clear indication that this should be an area of focus Trust-wide. The scores below are out of 10.

<i>We are safe and healthy</i>	<i>Health and safety climate sub-score</i>	5.9
	<i>Burnout sub-score</i>	5.3
	<i>Negative experiences sub-score</i>	8.3
	<i>We are safe and healthy score</i>	6.5

Actions

Improving the working experience of LHCH staff, which includes improving their health and wellbeing, increasing civility and respect, and increasing their safety is a must. There is a lot of work already being done in this area to create a culture of compassionate leadership. Some examples of the work that has recently been done and plans for the upcoming year are:

- Introducing NHS Health & Wellbeing model
- Be Civil Be Kind
- A comprehensive list of support resources for mental health & wellbeing has been developed for line managers/ mental health first aiders to be able to signpost employees needing support
- Mental Health First Aiders received additional training to upskill to psychology champions
- LHCH Belong Event to discuss mental health in collaboration with Rugby League Cares (RLC)
- Financial wellbeing support resources and offers to assist with the cost of living increase
- Our staff support counselling service will now include Cognitive Behavior Therapy (CBT) for anyone in need from the summer
- Psychology Champions, will be doing walk arounds over the next month to introduce themselves to areas

Improving Appraisals

'We are always learning' was the lowest scored theme averaging at just 5.9/10. Only 25% of staff feel their appraisal helps to improve how they do their job. 65% of staff don't feel like their appraisal makes their work feel valued by the Trust.

<i>We are always learning</i>	<i>Development sub-score</i>	6.7
	<i>Appraisals sub-score</i>	5.1
	<i>We are always learning score</i>	5.9

Actions

There are significant resources that have recently been developed to support the appraisal process including comprehensive guidance on how to have a meaningful appraisal conversation, details on how to prepare, deliver, and record the conversation.

Appraisal conversation training is also in place with primary focus on how to improve the quality of the appraisal conversation between the employee and their manager, review performance, set clear objectives and agree a personal development plan considering employee's aspirations and needs.

The information from this year's appraisals will be used to produce a Trust-wide Training Need Analysis. Feedback about the appraisal process will be collected to agree an improved format to be used forward.

There is ongoing work to link appraisals with the Scope for Growth talent management framework.

Flexible Working

This is a common theme across the Divisional action plans and an area that requires further work as a Trust, averaging 6.4/10 for 'we work flexibly'.

<i>We work flexibly</i>	<i>Support for work-life balance sub-score</i>	6.5
	<i>Flexible working sub-score</i>	6.3
	<i>We work flexibly score</i>	6.4

Actions

Flexible working has been identified as an area of improvement within the Trust Retention plan. Work is in progress and has seen the introduction of a refreshed flexible working policy and process as well as hybrid and agile working principles.

The Divisions are also planning a series of engagement events to listen to suggestions staff might have in improving this area and help contribute towards an improved work-life balance.

Staff Morale

Where there are a number of areas for improvement, morale is likely to be affected. 48% of staff have indicated they often think about leaving the Trust with 43% saying they will likely look for a new job and leave the Trust within the next 12 months.

<i>Morale</i>	<i>Thinking about leaving sub-score</i>	<i>6.4</i>
	<i>Work pressure sub-score</i>	<i>5.9</i>
	<i>Stressors (HSE index) sub-score</i>	<i>6.6</i>
	<i>Morale score</i>	<i>6.3</i>

Actions

With the implementation of the Trust-wide actions that have been detailed, and the individual Divisional action plans, morale should improve once the staff feel as though they have been heard and action has been taken. The turnover rate is being monitored as part of the ongoing retention work and the revised exit interview process is now providing the opportunity to intervene where a member of staff is leaving due to a reason that could be addressed.

3.1 Results Communications – You Said, We Did..

As part of the follow up for staff to know their voice is being heard, a series of 'You Said, We Did' comms has been communicated Trust-wide since August. The comms was designed to communicate the improvements made and from what areas of the survey the concerns were identified from.

These will continue to be pushed and promoted in the lead up to the 2022 Staff Survey, which is due to launch early October.



...and we are still working on

Staff Survey 2021

You said,	We did...
Not enough staff to do my job properly.	<ul style="list-style-type: none">- Launched our Recruitment & Retention Strategy.- Held a number of targeted recruitment campaigns where vacancy rates are high.
There isn't enough flexible working and support from the Trust to get the right home and work life balance.	<ul style="list-style-type: none">- Revised our flexible working policy and process.- Implemented new hybrid working guidance.
Almost 3 quarters of the workforce find work emotionally exhausting and a large number felt burnt out because of work.	<ul style="list-style-type: none">- Facilitating listening rooms to find out how we can do better.- The introduction of lots of great H&W initiatives.- The development of the Mental Health toolkit.- Enhanced our EAP offer.
There aren't enough opportunities to develop in this organisation.	<ul style="list-style-type: none">- Introduction of career pathways.- Working on our succession planning through delivery of Scope for Growth project.- The development of our learning catalogue.
Appraisals don't help improve how you do your job.	<ul style="list-style-type: none">- Enhanced training on appraisal to improve the quality of the conversations.- Tweaked this year's appraisal document with the intention to completely revamp 2023's documentation.
Almost one third of the workforce didn't feel adequate adjustments were made to enable them to carry out their work.	<ul style="list-style-type: none">- Development and launch of the EDIB strategy.- Empowering employee voice through our staff inclusion network LHCH Belong.- Unconscious bias training in development.
We need to do more surrounding 'we each have a voice that counts'.	<ul style="list-style-type: none">- Listening events such as sticky dot exercises have taken place where this score is low.- Exec team have reintroduced walkabouts across the Trust to encourage people to speak up.- Introduced 'Schwartz Rounds' to encourage sharing experiences and getting support from colleagues.

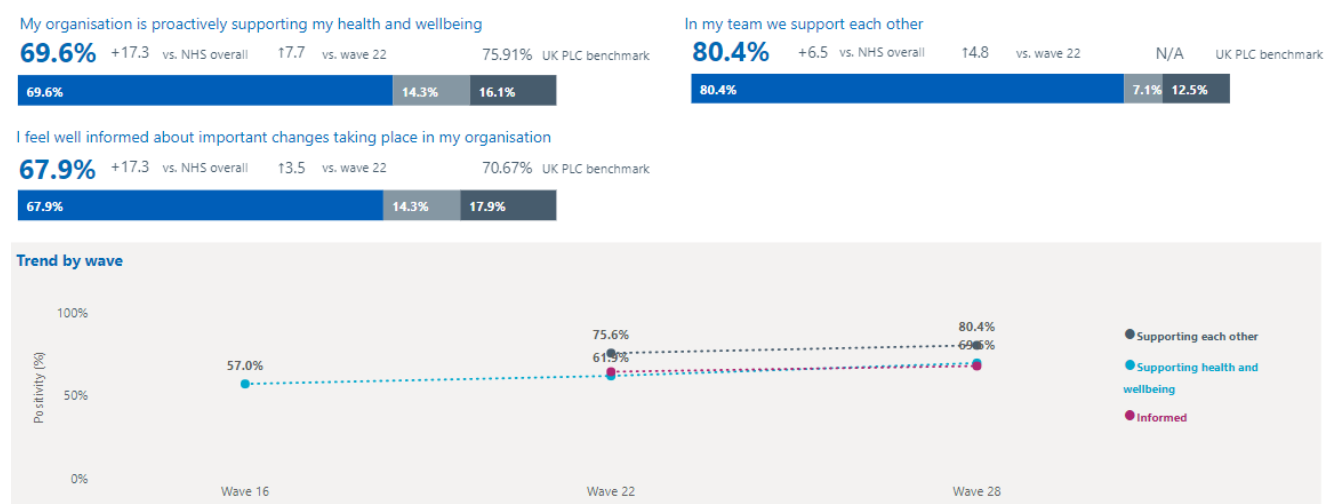
4. July 2022 People Pulse Results

In addition to the annual Staff Survey, People Pulse surveys are run throughout the year as a supplementary pulse check. The July People Pulse received only 56 responses out of 1900 staff (approximately 2.95% completion). A really low response rate is difficult to analyse as it could be bias to a certain group of people or team and based on their feelings rather than providing a holistic view of the whole workforce. Further limitations with the People Pulse also mean we are unable to drill down into divisions/departments as we can't see if the responses are specific to a team or area.

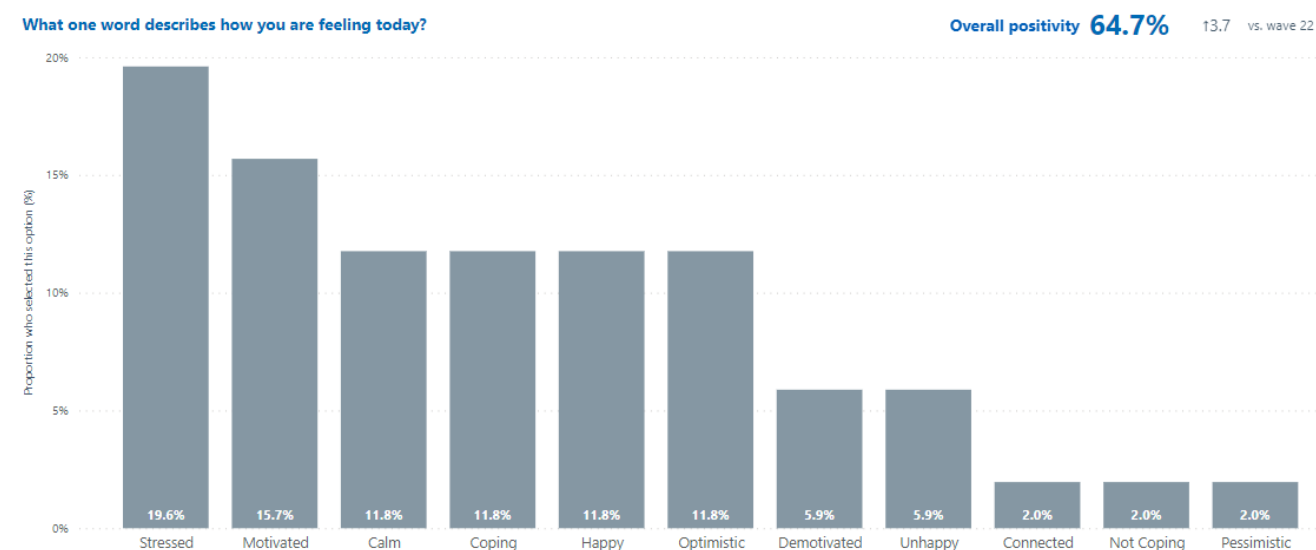
There is also a lack of individual, targeted comms unlike NHS staff survey whereby you receive a direct email and reminders.

Although there is insufficient data to enable us to perform a meaningful analysis, there are some indications of progress in the results. It is encouraging to see some improvement even though the response rate was extremely low.

This response relating to feeling supported and informed shows a positive trajectory:

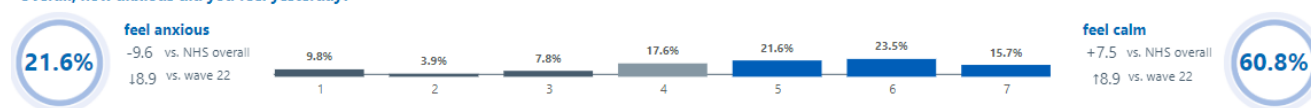


There are also similarities with the results from the 2021 survey where stress prevails as the most common feeling. Further work is being done to enhance our Health and Wellbeing offer.

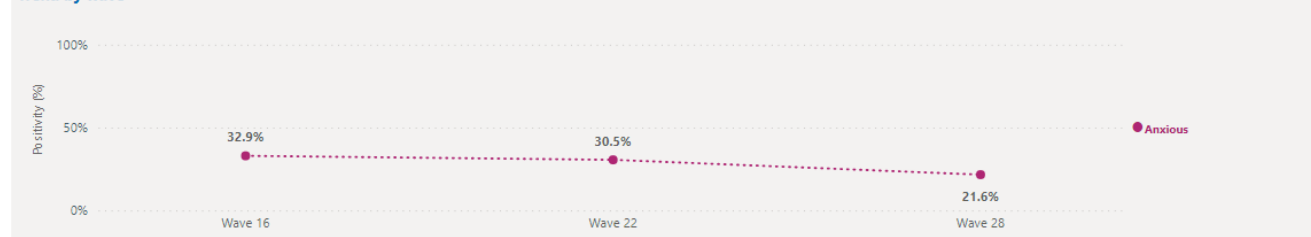


A slight improvement can be seen in the number of staff feeling anxious, although as previously indicated, the response was far too low to know whether this is a true picture across the Trust.

Overall, how anxious did you feel yesterday?



Trend by wave



5. Conclusion

Focusing on how we support our staff to support our patients is key as there is a wealth of research that indicates that improvements in staff experience significantly and directly impacts patient experience. Our employees have a voice that counts, and staff surveys provide the trust with valuable insight regarding how our employees are feeling. It is imperative that the results from our surveys and any identified actions are fed back to staff for this reason.

Promoting the 'You Said, We Did' comms will continue throughout September in advance of the 2022 survey launch. It is important to demonstrate what actions have been taken to listen to our staff when they participate in completing surveys. Further work on enhancing the People Pulse response should be done in advance of the January survey as these results do give insightful indications of how the action plans are positively impacting (or not) following the annual survey. The next staff survey opens on 3rd October 2022 and closes at the end of November 2022.

6. Recommendations

The Council of Governors is asked to note the update and actions.