

Report to:	Public Board	Agenda item:	14.0
Date of Meeting:	2 <sup>nd</sup> November 2022		

Title of Report:	Staff Survey up-date – 2021 Survey
Status:	
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Appendices	Appendix 1: Deeper Dive reports.

**1. Executive Summary of the Report**

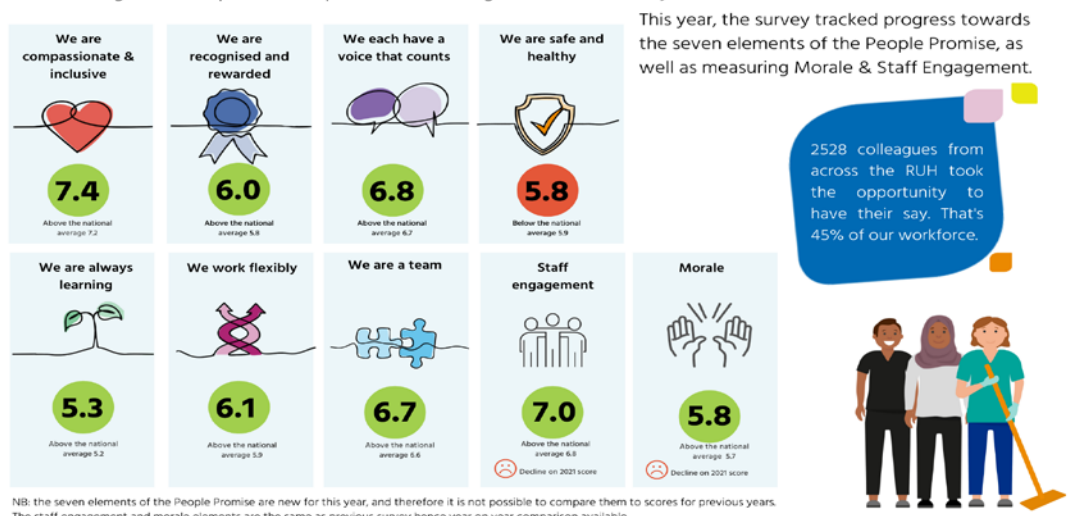
The NHS Staff Survey is one of the largest workforce surveys in the world and is carried out every year to improve staff experiences across the NHS. The survey offers us a ‘snapshot in time’ of how people experience their working lives at the RUH, gathered at the same time each year; the strength of this approach is that it captures a national picture alongside our local detail, so that we can benchmark and share good practice to make improvements.

At present we are working on issues highlighted by the 2021 survey, in parallel with encouraging responses to the 2022 survey, and preparing to refresh our work plans informed by the 2022 Staff Survey results, which we will receive in early 2023.

The 2021 data showed us that the RUH is above average into all areas of the People Promise, with one exception: “**we are safe and healthy**”. Whilst these results were not echoed by our results regarding “positive action on health and well-being” (for which we scored above average), the concerns about being safe and healthy did link to our results about adequacy of staffing and resources. These themes have continued to be a concern through results from our ‘Making a Difference’ quarterly survey.

**Our NHS Staff Survey Results 2021**

The 2021 NHS Staff Survey was redesigned in line with the People Promise. This is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.



NB: the seven elements of the People Promise are new for this year, and therefore it is not possible to compare them to scores for previous years. The staff engagement and morale elements are the same as previous survey hence year on year comparison available.

Our 2021 survey data highlighted:

- **Staffing levels** – by the end of this year, we will have recruited around 232 new nurses to the organisation, many of whom will be from overseas. However, the Making a Difference (quarterly) survey and anecdotal feedback show this isn't how it feels. We are now looking at the impact of annual leave/sickness/turnover and skill mix, using 'A3 thinking' (A3 thinking is a logical and structured approach for problem solving and continuous improvement).
- **Experience of black and ethnic minority colleagues** – our Workforce Race Equality Standard (WRES) Action Plan, is clear about the positive action needed and zero tolerance required to ensure all our staff have equitable opportunity and experience. A full time Head of Equality, Diversity and Inclusion has been appointed to lead this agenda. Our first Equality, Diversity and Inclusion conference was held in October 2022.
- **Quality annual appraisal** – the appraisal process, to include talent management and Health and Well-being conversations is currently being redesigned for launch on our new Learning Management System in 2023/24. The new process is being designed in consultation with colleagues at the RUH, whilst being aware of our current best practice approaches.

We concluded that further work and detail was needed to understand the reasons/root causes, from our colleagues, around the other two themes, please see the included slide set (Appendix 1) for detail around these response and proposed actions.

- Reporting of violence and abuse (200 responses)
- Exhaustion and burnout (750 responses)

Metrics to monitor progression against these key themes are detailed in reporting of the RUH People Plan to the People Committee. As these metrics are annual, this year's data will provide an assessment of progress.

The 2021 Staff Survey data for the RUH was received late this year (because of issues with the supplier), which caused some delays and prompting a move to different supplier. Local actions are taken at a Divisional level to support teams. This coming year we will obtain data at a more detailed level, allowing us to further understand how people feel with wards and smaller teams.

We are taking many actions this year to promote and increase response rates to the survey launched on 3<sup>rd</sup> October, Team, including outreach support, increased communications, manager tool kits, sharing weekly data and individual and team prizes for completion rates.

To date this approach is seeing benefits with a response rate of 28% to-date, which sits above the national average. This response rate was accurate at time of writing, a more accurate position will be shared verbally at the Board meeting.

<b>2. Recommendations (Note, Approve, Discuss)</b>
<p>The Board is asked to NOTE actions taken, as detailed within the attached slide set and to encourage support from colleagues across the RUH to make actions happen.</p> <p>The Board is asked to NOTE that huge effort is being put into promoting the 2022 Staff Survey.</p> <p>The Board is asked to DISCUSS the concerns about 'reporting of violence and abuse' and 'exhaustion and burnout' as these issues will require cross-organisational action.</p>

<b>3. Legal / Regulatory Implications</b>
<p><b>Health and Safety at Work Act</b></p> <p>This Act places a legal duty on employers to ensure, so far as reasonably practicable, the health, safety, and welfare of employees, and to ensure that employees and others are kept safe; our detailed work around violence and aggression will address this legal requirement.</p>

<b>4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)</b>
<p>The issues identified in the NHS Staff Survey 2021 are represented in the Board Assurance Framework (BAF), "Strategic Priority 2: Be an outstanding place to work where staff can flourish".</p> <p>Risks regarding whether there are enough people at the RUH to deliver our services may lead to increased experiences of incivility, discrimination, burnout, higher agency spend and poor patient outcomes.</p>

<b>5. Resources Implications (Financial / staffing)</b>
<p>Additional funding has already been aligned to nursing staffing and to recruit to a Head of ED&amp;I.</p> <p>A new Learning Management System, which will support the new appraisal processes has been funded from within budget.</p> <p>There will be implications around rest rooms and other suggested actions; these are currently being quantified.</p>

<b>6. Equality and Diversity</b>
<p>One of the key themes identified was around the metrics for our black and minority ethnic colleagues; the actions detailed in this report support positive action to reduce inequality. There is a focused effort this year, to increase response rate and diversity of response rate to the NHS Staff Survey, to ensure that responses are representative.</p>

<b>7. References to previous reports/Next steps</b>
Report and slides, previous versions shared at People Committee – October 2022

<b>8.</b>	<b>Freedom of Information</b>
Public	

<b>9.</b>	<b>Sustainability</b>
No impact identified on carbon sustainability.	

<b>10.</b>	<b>Digital</b>
This report references the use of IT systems including Datix and the Learning Management System. Further work is required to understand the digital implications.	