

## Confirmed NHS Staff Survey Results

### Public Board

28<sup>th</sup> March 2024

<b>Presented for:</b>	For Information
<b>Presented by:</b>	Jenny Lewis, Director of Human Resources & Organisational Development
<b>Author:</b>	Rachael Meal, Staff Engagement Manager
<b>Previous Committees:</b>	Executive Directors 11.03.24 and Workforce Management Group 12.03.24

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	
Reduce healthcare associated infections	
Improve staff retention	✓
Deliver the financial plan	
Reduce average length of stay by 0.5 days per patient	
Achieve the Access Targets for Patients	
Support a culture of research	

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk		Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services	Cautious	Moving Towards
Workforce Risk	✓	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	↔ (same)
Workforce Risk	✓	Workforce Performance Risk - We will deliver safe and effective patient care through having the right systems and processes in place to manage performance of our workforce.	Cautious	↔ (same)

Workforce Risk	✓	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	↔ (same)
Health & Safety Risk	✓	We will protect the health and wellbeing of our patients and workforce by delivering services in line with or in excess of minimum health & safety laws and guidelines	Cautious	↔ (same)

Key points	
<p>This paper provides confirmation of the NHS Staff Survey Results and national position, following the lifting of the national embargo. The following summary, additions and amendments to the preliminary results (presented at January Workforce Committee under embargo) are captured below:</p> <ul style="list-style-type: none"> <li>- Participation rate confirmed as 55% (previously reported as 54%)</li> <li>- LTHT Staff Engagement Score confirmed as 7.0/10 and above the national benchmark average (Acute and Acute &amp; Community Trusts)</li> <li>- LTHT has seen statistically significant improvements across all People Promise themes and elements compared to the previous year.</li> <li>- LTHT compares well compared to 'WYAAT Trusts' and 'Shelford' comparisons.</li> <li>- Areas of concern include People Promise sub-categories 'Health &amp; Safety Climate' and 'Burnout'</li> </ul>	For Information

## 1 Summary and Background

The staff survey is a national survey across the NHS that takes place annual in the autumn. It is a national requirement for this to be carried out objectively and therefore the Trust has commissioned Picker to facilitate this for the Trust.

Preliminary results were reported during January's Workforce Committee Meeting, as these remained under embargo. Data at this stage could be compared with other Trusts who used Picker but there was no wider benchmarking available. This paper will therefore focus on any additions or amendments to the Trust preliminary results, following national confirmation and publication of the full NHS data from the national staff survey and lifting of the national embargo.

Full results can be viewed within Appendix A, *Confirmed Trust Level NHS Staff Survey Results*

## 2 Confirmed Results

### 2.1 Participation Rate

The participation rate has been confirmed as 55% (previously reported as 54%). This is likely due to the national Staff Survey eligibility criteria differing slightly to our records. To note, some Trusts use a random sample of staff to take part, however, at LTHT, we invite all LTHT staff, regardless of whether they meet the national criteria or not.

#### National comparisons:

##### • Shelford Group

Trust		2023 Participation	2022 Participation
Imperial College Healthcare	↑	61%	56%
<b>Leeds Teaching Hospitals</b>	↑	<b>55%</b>	<b>37%</b>
King's College Hospital Foundation Trust	↑	48%	46%
Oxford University Foundation Trust	↓	46%	51%
The Newcastle Upon Tyne Foundation Trust	↓	42%	44%
Sheffield Teaching Hospitals		39%	39%
Manchester University Foundation Trust	↑	39%	30%
Guy's and St Thomas'	↓	38%	41%
Cambridge University Hospitals Foundation Trust	↓	37%	43%
University College London Foundation Trust	↓	31%	35%
University Hospitals Birmingham Foundation Trust	↑	29%	26%

##### • Region – West Yorkshire and WYAAT Trusts

Trust		2023 Participation	2022 Participation
<b>Leeds Teaching Hospitals</b>	↑	<b>55%</b>	<b>37%</b>
Harrogate and District Foundation Trust	↑	46%	43%
Calderdale and Huddersfield Foundation Trust		44%	44%
Bradford Teaching Hospitals Foundation Trust	↑	43%	37%
Airedale Foundation Trust		41%	41%
Mid Yorkshire Hospitals Trust	↓	29%	37%

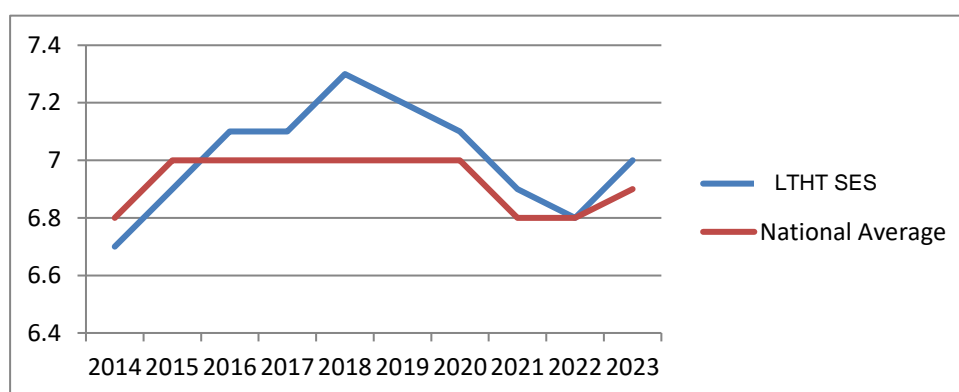
We therefore compare very well between both benchmark groups, following a large increase in participation from 2022, impacted by the learning implemented from the engagement research conducted within the Summer in collaboration with the University of Leeds.

Additionally, the communications campaign during the survey window focussed on ensuring generating greater equal participation across staff groups, and has successfully increased responses from previously under-represented voices (highlighted in bold), as per the below:

Staff Group	2022 Participation Rate	2023 Participation Rate
ADD PROF SCIENTIFIC AND TECHNIC	43.80%	64.30%
<b>ADDITIONAL CLINICAL SERVICES</b>	<b>21.50%</b>	<b>45.50%</b>
ADMINISTRATIVE AND CLERICAL	47.30%	69.00%
ALLIED HEALTH PROFESSIONALS	44.40%	61.30%
<b>ESTATES AND ANCILLARY</b>	<b>40.40%</b>	<b>58.10%</b>
HEALTHCARE SCIENTISTS	45.10%	65.40%
<b>MEDICAL AND DENTAL</b>	<b>28.70%</b>	<b>36.70%</b>
NURSING AND MIDWIFERY REGISTERED	31.60%	51.80%
<b>TRAINING GRADE DOCTORS</b>	<b>23.20%</b>	<b>28.30%</b>

## 2.2 Staff Engagement Score

LTHT Staff Engagement Score (SES) compared to the National Average  
(for Acute and Acute & Community Trusts)



Given our current, above average position of 7.0 was the national average position for many years previously, it will be important to continue to focus on improving our Trust staff engagement score over 2024/25 to ensure we maintain an above average position.

### 2.2.1 Trust Engagement Score National Comparisons

- **Shelford Group**

Trust		2023 Engagement score	2022 Engagement Score
University College London Foundation Trust	↑	7.32	7.26
Oxford University Foundation Trust	↑	7.09	7.01
Imperial College Healthcare	↑	7.08	7.02
Guy's and St Thomas'	↓	7.04	7.11
<b>Leeds Teaching Hospitals</b>	↑	<b>7.03</b>	<b>6.84</b>
Cambridge University Hospitals Foundation Trust	↑	6.91	6.82
Sheffield Teaching Hospitals	↑	6.77	6.70
Manchester University Foundation Trust	↑	6.76	6.47

The Newcastle Upon Tyne Foundation Trust	↓	6.76	6.94
King's College Hospital Foundation Trust	↓	6.64	6.70
University Hospitals Birmingham Foundation Trust	↑	6.53	6.47

- **Region – West Yorkshire and WYAAT**

Trust		2023 Engagement score	2022 Engagement Score
Harrogate and District Foundation Trust	↑	7.05	6.85
<b>Leeds Teaching Hospitals</b>	↑	<b>7.03</b>	<b>6.84</b>
Bradford Teaching Hospitals Foundation Trust	↑	7.02	6.90
Calderdale and Huddersfield Foundation Trust	↑	6.96	6.8
Airedale Foundation Trust	↓	6.90	6.91
Mid Yorkshire Hospitals Trust	↑	6.57	6.54

LTHT follow very closely behind to the top performing trusts, and have progressed third quickest out of all trusts, within the above benchmark groups. We also wish to learn from some of the higher performing southern Shelford Group trusts.

## 2.3 People Promise

### 2.3.1 People Promise Historical Comparison

The table below presents the results of significance testing conducted on the People Promise elements and theme scores compared to LTHT in 2022. The results confirm statistically significant improvements have been made across all People Promise themes and elements. These results also benchmark higher than the national average (for Acute and Acute & Community Trusts):

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023\*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.28	7491	7.41	11065	Significantly higher
We are recognised and rewarded	5.79	7502	6.01	11062	Significantly higher
We each have a voice that counts	6.77	7441	6.89	10958	Significantly higher
We are safe and healthy	5.93	7424	6.11	10911	Significantly higher
We are always learning	5.60	7169	5.85	10346	Significantly higher
We work flexibly	6.08	7469	6.35	10975	Significantly higher
We are a team	6.67	7473	6.85	11047	Significantly higher
<b>Themes</b>					
Staff Engagement	6.84	7503	7.03	11080	Significantly higher
Morale	5.69	7499	5.98	11082	Significantly higher

### 2.3.2 People Promise - Areas to highlight

Despite LTHT's People Promise theme/element results being above the national average, there are the following areas of concern for us to consider. Below outlines the lowest scoring *sub-categories* of the above People Promise Elements:

- **We are Safe and Healthy People Priority:**

***Subcategory: Health and Safety Climate (5.45 / 10)***

This sub-category measures responses to the following elements: conflicting demands on time / enough staff in the organisations / realistic time pressures / perceived importance the organisation places on health & wellbeing / having adequate materials, supplies and equipment to do the job / and the reporting of violence and bullying in the workplace.

All score poorly, and three of these questions continue to score below the national average (adequate materials and reporting of violence and bullying).

*Please Note: Q13d 'Reporting violence', contributes to this sub-category, and is currently under national review for all trusts, following the identification of possible small data errors. However, LTHT has performed under the national average for several years on this question, and therefore this will not impact our previously identified and initiated focus in this specific area.*

***Subcategory: Burnout (5.06 / 10)***

This sub-category measures the degree to which work is/results in burnout / exhaustion / frustration / feeling worn out / tiring / lack of energy for friends and family.

All score poorly (e.g. a third of staff feel burnt out because of work)

**Next Steps:** The stressors outlined within the Health and Safety Climate sub-category are being reviewed and considered as part of the NHS People Promise self-assessment (as referenced within agenda item/paper 9.1), with an understanding that these may be factors impacting the outcomes presenting themselves within the Burnout sub-category.

- **WDES and WRES Standards**

All standards results are positioned in line with or above the national benchmark average, however they are not all consistently improving.

**Next Steps:** results to be used within the relevant Workforce Management sub-group, to inform and drive specific improvement and change. A full review is therefore scheduled within the EDI Strategic Group's forward plan.

## 3 Proposal (Actions)

Following the lifting of the embargo on the 7<sup>th</sup> March, the following actions will take place:

- Use of the Staff Survey results at CSU and team level is being supported by a Governance/accountability Framework and Post Survey Communications Strategy, (referenced February WFC) underpinned by LTHT's engagement research.

- CSU engagement and retention assurance gained via HRBP Joint Accountability Framework and CSU presentations within Staff Engagement Group Sub-Group, Chaired by CEO and Workforce Management Group Chaired by Director HR&OD
- Results to inform 24/25 Commitments
- Results to inform NHS People Promise Exemplar Programme self-assessment, and in turn shape Exemplar Programmes progressed.
- Targeted survey metrics/questions embedded in 2024/25 IQPR
- Relevant results to be used within Workforce Management sub-groups to inform and drive specific improvement and change.
- Results (triangulated alongside other workforce retention metrics), to inform the established HR&OD performance management framework for the 7 People Priorities, and the aligned monthly CSU Joint Accountability Assurance Framework meetings (JAAFs), held with CSU Tri Teams.
- Seek learning from highest performing Shelford Group Trusts.
- An assurance report will be presented to the July 2024 Workforce Committee to provide an update on the above actions.

#### **4 Financial Implications**

The results from the Staff Survey presented are a corporate summary and once these are interpreted at local level with supporting actions, there may be small financial impact to progress but would be resourced from existing local budgets.

#### **5 Risk**

The staff survey results and data set out in the report relate to the four Workforce Risks and the Health and Safety Risk defined with the Boards Risk Appetite Framework, noting the four have a risk appetite scale of cautious and the risk appetite for Health and Safety is minimal. The data supports the Trust continues to operate within the risk appetite for the Level 1 risk categories set by the Board.

#### **6 Equality Analysis**

LTHT invites all staff to participate and respond to the staff survey, there is equal access to all. The careful analysis of the results will be used locally to understand areas for improvement to focus action for EDI themes. Our Staff Network Groups and our Freedom to Speak Up steering group will also review and support recommendations for actions.

#### **7 Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000.

#### **8 Recommendation**

The Board are asked to receive the Trusts benchmarked results for the national staff survey and to note

- the increase in participation
- the improvement in the engagement score
- the statistically significant improvements across all People Promise themes and elements compared to the previous year
- LTHT compares well when benchmarking against Shelford and WYAAT Trusts
- more work will be carried out to respond to the data from the People Promise sub-categories for Health & Safety Climate and Burnout

Further report on progress and preparation for the annual staff survey for 2024 will be provided to the Workforce Management Group and Workforce Committee.

## **9 Supporting Information**

The following papers make up this report:

**Appendix A:** *Confirmed Trust Level NHS Staff Survey Results*

**Rachael Meal**  
**Staff Engagement Manager**